

COUNCIL OF THE CITY OF PHILADELPHIA  
COMMITTEE OF THE WHOLE

Room 400, City Hall  
Philadelphia, Pennsylvania  
Wednesday, April 10, 2013  
10:41 a.m.

PRESENT:

COUNCIL PRESIDENT DARRELL L. CLARKE  
COUNCILMAN CURTIS JONES, JR.  
COUNCILMAN WILLIAM K. GREENLEE  
COUNCILWOMAN BLONDELL REYNOLDS BROWN  
COUNCILMAN DAVID OH  
COUNCILMAN KENYATTA JOHNSON  
COUNCILMAN MARK SQUILLA  
COUNCILMAN W. WILSON GOODE, JR.  
COUNCILMAN BOBBY HENON  
COUNCILWOMAN MARIAN B. TASCO  
COUNCILMAN DENNIS O'BRIEN  
COUNCILWOMAN CINDY BASS  
COUNCILWOMAN MARIA D. QUINONES-SANCHEZ

BILLS: 130178, 130179, 130180  
RESOLUTIONS: 130190

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2 COUNCIL PRESIDENT CLARKE: Good morning,  
3 everyone. We're going to start now. This is the  
4 Public Hearing on the Committee of the Whole  
5 regarding Bills No. 130178, 130179, 130180 and  
6 Resolutions 130190.

7 Ms. Lewis, please the read the titles of  
8 the Bills and Resolutions.

9 THE CLERK: Bill No. 130178, an Ordinance  
10 to adopt a Capital Program for the six Fiscal  
11 Years 2014-2019 inclusive.

12 Bill No. 130179, an Ordinance to adopt a  
13 Fiscal 2014 Capital Budget.

14 Bill No. 130180, an Ordinance adopting the  
15 Operating Budget for Fiscal Year 2014.

16 And Resolution No. 130190, providing for  
17 the approval by the Council of the City of  
18 Philadelphia of a Revised Five Year Financial Plan  
19 for the City of Philadelphia covering Fiscal Years  
20 2014 through 2018, and incorporating proposed  
21 changes with respect to Fiscal Year 2013, which is  
22 to be submitted by the Mayor to the Pennsylvania  
23 Intergovernmental Cooperation Authority (the  
24 "Authority") pursuant to the Intergovernmental

1 Cooperation Agreement, authorized by an ordinance  
2 of this Council approved by the Mayor on January  
3 3, 1992 (Bill NO. 1563-A), by and between the City  
4 and the Authority.

5 COUNCIL PRESIDENT CLARKE: Thank you,  
6 Ms. Lewis. We will ask the Administration to come  
7 forward. First up we have Aviation.

8 Mr. Gale, you have a pretty significant  
9 amount of words in your testimony. Is there a  
10 way -- do you have a summary of it, or would you  
11 prefer to read it all?

12 MR. GALE: Good morning, President Clarke.  
13 Yes. I have an abbreviated version of the  
14 testimony.

15 COUNCIL PRESIDENT CLARKE: Thank you, sir.

16 MR. GALE: I will hit the highlights if  
17 it's --

18 COUNCIL PRESIDENT CLARKE: Appreciate it.

19 MR. GALE: -- okay with you.

20 Good morning, President Clarke and Members  
21 of City Council. My name is Mark Gale. I'm the  
22 Chief Executive Officer for Philadelphia  
23 International Airport. I'm here today to present  
24 testimony on behalf of the Division of Aviation,

1 Fiscal Year 2014 Operating Budget.

2 As you know, our Airport is one of the  
3 largest economic agents in Pennsylvania generating  
4 over \$14.4 billion annually for the regional  
5 economy. Over 200 businesses linked to the  
6 Airport employ some 141,000 workers. While the  
7 Airport operates without the use of local tax  
8 dollars, PHL generates over \$400 million in annual  
9 tax revenues for the greater Philadelphia region.

10 In 2012, PHL accommodated 30.3 million  
11 passengers including 4.3 million international  
12 passengers. In terms of takeoff and landings, PHL  
13 ranked as the tenth busiest airport in the United  
14 States with 448,000 aircraft operations. Over  
15 400,000 tons of cargo and mail are moved annually  
16 by our commercial airlines and carriers.

17 Today at PHL, 27 airlines operate over 600  
18 departures to 125 cities including 59  
19 international flights to 37 destinations. We've  
20 been attracting new airlines, as well. In 2012,  
21 PHL achieved unprecedented success in announcing  
22 four new carriers starting service at the Airport.  
23 Virgin America began daily nonstop service with  
24 flights to Los Angeles and San Francisco. And

1 Alaska Airlines also launched daily flights to its  
2 hub in Seattle. These carriers were the first new  
3 airlines to start service in Philadelphia in over  
4 eight years.

5 Additionally, new entrant carrier Spirit  
6 Airlines just began service to Dallas Fort Worth  
7 this past week and will also begin flying to  
8 Myrtle Beach and Las Vegas later this month, and  
9 hopefully more to follow after that.

10 And the highly sought after Jet Blue  
11 Airways announced plans to begin flights to Boston  
12 Logan Airport starting with five daily departures  
13 beginning next month providing competition on one  
14 of our most popular routes to Boston. And our hub  
15 carrier U.S. Airways with some 460 departures a  
16 day also began new daily service from PHL with  
17 stops to Austin, Texas and San Antonio, two cities  
18 that appeared frequently in our customer surveys  
19 as destinations needing nonstop service.

20 On the international front, in March of  
21 2012 U.S. Airways added a weekly flight to  
22 Freeport, Bahamas and also announced that they  
23 will relaunch daily nonstop service to Shannon,  
24 Ireland this coming May.

1           For Fiscal 2014 and beyond, the Airport  
2 will continue to focus on new international  
3 service with special attention given to the  
4 development of air service to Asia, South America,  
5 India and other emerging markets. It is truly a  
6 global economy and we need to be positioned well  
7 to effectively compete in that environment and  
8 much of it starts with air service.

9           Today I believe the two most prominent  
10 issues facing our airport, and in many respects  
11 our city and region, are PHL's Capacity  
12 Enhancement Program, or CEP, and the proposed  
13 merger between U.S. Airways and American Airlines.

14           First as has been reported in previous  
15 hearings, the Capacity Enhancement Program or CEP  
16 is a comprehensive multi-billion dollar program  
17 that is estimated to be completed in phases over  
18 the course of the next 12 to 15 years. Designed  
19 to address several problems that have plagued our  
20 airport for several years even decades, the CEP,  
21 when completed, will have added a new runway and  
22 extend the two existing runways enabling the  
23 airfield to operate more efficiently particularly  
24 in poor weather conditions, reducing delay and

1 increasing capacity for future operations and  
2 growth. The project will also modernize the  
3 airport's complex with new terminal facilities, a  
4 new ground transportation center, new cargo  
5 facilities, and an automated people mover system.  
6 Full build of the CEP will create an estimated  
7 100,000 jobs during the construction period and  
8 provide for the creation of several thousand new  
9 jobs as the Airport expands.

10 To advance this project and move forward  
11 towards achieving this goal in January of this  
12 year, the Airport and our airlines, led by U.S.  
13 Airways, announced an agreement on the terms of a  
14 two-year extension of our existing Use and Lease  
15 Agreement which provides in it for airline  
16 authorization for some \$734 million in new capital  
17 investments at PHL which are consistent with the  
18 CEP. When combined with the previous airline  
19 approved expenditures, we will have 1.156 billion  
20 on project authorization which includes things  
21 like land acquisition, design activities and  
22 construction on major project components. We are  
23 working to have the Bill authorized in the  
24 extension of the Use and Lease Agreement

1 introduced to City Council in the coming weeks so  
2 that we can begin to advance these projects.

3 The second major issue is the proposed U.S.  
4 Airways and American Airlines merger. In  
5 February 2013, AMR Corporation and U.S. Airways  
6 announced an agreement under which the companies  
7 would combine and operate under the American  
8 Airlines iconic brand. The merger has the  
9 potential to produce a more dynamic airline and  
10 provides an opportunity for new nonstop flights to  
11 and from Philadelphia to Asia and other  
12 international destinations as well as providing  
13 better connection for routes around the world.

14 Our ability to attract new international  
15 carriers will be impacted by this merger, as well.  
16 Increased air services means more opportunities  
17 for economic growth and development and jobs at  
18 the Airport and ultimately for our City and our  
19 region. If the merger is approved, we look  
20 forward to continuing our relationship and  
21 partnership with American Airlines.

22 Notwithstanding the two above major issues,  
23 the Airport has continued to invest in one of our  
24 region's most critical transportation assets. In



1 the past ten years alone, PHL has invested over  
2 \$1 billion in facility development, improvements  
3 for major rehabilitation projects, infrastructure  
4 matters. As one of the largest economic drivers  
5 in the region, PHL remains committed to diversity  
6 and inclusion.

7 Of the approximately 780 Airport employees,  
8 city employees currently employed with the  
9 Division of Aviation, 70 percent are minority and  
10 30 percent are female. Of the 88 new hires in  
11 Calendar Year 2012, 71 of the 88 were minorities  
12 or 81 percent; and 21 of the 88 were female or  
13 24 percent. With respect to senior management or  
14 my direct reports, women and minorities occupy  
15 three of five positions or 60 percent including my  
16 Deputy Director for Finance Administration who is  
17 sitting next to me right now, Chellie Cameron.

18 I think it is also well known that the  
19 Airport is committed to increasing the numbers and  
20 roles of disadvantaged business enterprise that  
21 possess the necessary qualifications in its  
22 contract and business opportunities at the  
23 Airport. The Airport plays an active role in  
24 setting and monitoring participation goals for the

1 City's program for minority women and disabled  
2 owned, DBEs, but is also responsible for  
3 administering two federal DBE programs. The first  
4 program applies to all contracts that utilize  
5 Federal Grant Funding. And the second federal  
6 program applies to all Airport concession  
7 contracts.

8 We consistently strive to meet or exceed  
9 these goals for these programs. And as noted in  
10 my written testimony, PHL exceeded targets for all  
11 three of those programs last year.

12 With respect to financial resources  
13 necessary to fulfill its mission, the Division of  
14 Aviation Operating Budget request for Fiscal 2014  
15 totals 164.1 million, an increase of 11.9 million  
16 from the Fiscal 2013 original appropriation of  
17 152.2 million. Requested Fiscal 2014  
18 appropriations will provide sufficient resources  
19 to operate and maintain the 3.1 million square  
20 feet terminal complex and the 2370 acre PHL site  
21 as well as the Northeast Philadelphia Airport.

22 Revenue sources that fund Airport  
23 operations include terminal building space  
24 rentals, landing fees, net parking revenues and

1 concession fees.

2 In closing, the Airport will continue its  
3 mission to better position Philadelphia on the  
4 global economic stage by providing a premier  
5 transportation facility that is safe and secure  
6 with unparalleled customer service, exceptional  
7 amenities and superior air service.

8 Thank you for the opportunity to testify on  
9 the Fiscal 2014 Operating Budget. I and my Senior  
10 Airport Managers are here and happy to answer any  
11 questions you may have.

12 COUNCIL PRESIDENT CLARKE: Thank you very  
13 much. Couple of quick questions to start.

14 With the addition of the Virgin American,  
15 Spirit Airlines and Jet Blue, have you seen any  
16 increase in revenue or anticipate an increase in  
17 revenue with those three airlines coming on?

18 MR. GALE: Council President, we've  
19 realized an increase in revenue from the presence  
20 of those new carriers, at least the two new  
21 carriers that started last year Virgin Alaska,  
22 Spirit just started last week. Jet Blue will  
23 start in May with five flights.

24 At the same time, we have been also

1 realizing a decrease in some levels of some of the  
2 other airlines. Southwest Airlines had reduced  
3 some of their operating service to the Airport.  
4 When the other airlines Delta and Northwest  
5 combined, there was some rightsizing, if you will,  
6 of that airline and United and Continental, when  
7 they merged.

8 It's been fluctuating. But we are always  
9 after and seeking new airlines to come in and not  
10 only provide competition but diversity and product  
11 and lower fares.

12 COUNCIL PRESIDENT CLARKE: So, it's pretty  
13 much a wash from a revenue perspective?

14 MR. GALE: For right now, yes.

15 COUNCIL PRESIDENT CLARKE: Okay. One of  
16 the issues that continues to be discussed as they  
17 talk about expansion, this whole issue with the  
18 Tinicum Township negotiations. Can you tell me  
19 where we are with that?

20 MR. GALE: Absolutely. As I think some  
21 folks know, the expansion of the Airport, in  
22 particular the runway that is needed at the  
23 Airport, requires the relocation of the United  
24 Parcel Service or the UPS facility currently from

1 the south side of the airfield to a proposed  
2 location on the northwest side of the Airport.  
3 Originally, that relocation effort was to involve  
4 the acquisition of some residential properties and  
5 some commercial businesses in Tinicum Township.  
6 In coordination with the Township and the County,  
7 we have opted to try to move away from that if we  
8 can and actually relocate UPS without the need to  
9 acquire those 72 homes and many of those  
10 businesses.

11 In December of this past year, we  
12 introduced a new concept which would actually  
13 provide for that relocation, satisfy, we believe,  
14 UPS' concerns about relocating to the other side  
15 of the Airport but at the same time also satisfy  
16 the concerns of the township and the community by  
17 moving a night time operation which produces a bit  
18 of noise away from the community.

19 As of today, we are continuing in our  
20 negotiations with Tinicum Township and Delaware  
21 County and looking for their feedback on that  
22 plan. We haven't received formal feedback from  
23 them. But early indications are that they are  
24 favorable to the plan. Once we get the formal

1 sign off from the Township and the County, we will  
2 present that plan to the FAA for their formal  
3 evaluation to be able to move forward.

4 COUNCIL PRESIDENT CLARKE: That would be a  
5 good thing.

6 Generally, in terms of some of the  
7 expansion plans and some of the relocation, will  
8 we lose any jobs that we currently have or will we  
9 gain any jobs as a result of some of the expansion  
10 plans directly related to UPS and any of the other  
11 activities?

12 I notice a general and long term growth in  
13 jobs. But immediately relating to the potential  
14 relocations, are we losing any?

15 MR. GALE: The relocation --

16 COUNCIL PRESIDENT CLARKE: When I say lose,  
17 I mean, I am on this side of the line now. And I  
18 don't have to pay Philadelphia taxes versus I am  
19 in the County of Philadelphia and I now have to  
20 pay taxes in the City of Philadelphia.

21 MR. GALE: Ultimately, we are looking for  
22 the expansion program, President, to not only  
23 provide tens of thousands of construction jobs and  
24 new permanent jobs, but any of the businesses that

1 are impacted by the Airport expansion programs,  
2 whether they reside in Delaware County or in  
3 Philadelphia County, all efforts are being made to  
4 try to re-accommodate them in the general area if  
5 not directly at the Airport. Those jobs stay in  
6 this region whether they be on Philadelphia or  
7 Delaware county side.

8 COUNCIL PRESIDENT CLARKE: In the region?

9 MR. GALE: I'm sorry?

10 COUNCIL PRESIDENT CLARKE: They stay in the  
11 region?

12 MR. GALE: Many of the activities will  
13 occur on the Delaware County side of the line. We  
14 are working with the Township and the County  
15 because they were identified as economic impacts  
16 to their side. We are working with them as we  
17 look to -- if we have to take an office building  
18 down, is there another location close to the  
19 Airport that we can actually work with them to  
20 replace that building.

21 We will be doing the same things on the  
22 Philadelphia side when we get into Terminal  
23 Redevelopment, garage development and actually the  
24 extension of one of our main runways will provide

1 for some shifting of some things around, as well.

2 COUNCIL PRESIDENT CLARKE: Okay. One last  
3 question, and I will open it to questions from my  
4 colleagues.

5 The contracts, particularly the concession  
6 contracts, food vendors and the like, are we  
7 getting ready to have some spin-offs or downturns  
8 of some of the existing contracts? There going to  
9 be some change outs in some of the contracts at  
10 the Airport?

11 I've been hearing -- I haven't been paying  
12 a lot -- I've been all AVI all the time. I  
13 haven't paid a lot of attention to some of the  
14 nuances associated with Airport activities. My  
15 good friend and colleague Councilman Johnson has  
16 been on top of that for us.

17 What is going on with contracts?

18 MR. GALE: The construct at the Airport, is  
19 the Airport has one contract --

20 COUNCIL PRESIDENT CLARKE: Right.

21 MR. GALE: -- with a concession developer.  
22 And that concession developer then enters into  
23 leases with all the concessions at the Airport.  
24 Those various leases come up for renewal at



1 various points in time depending upon when the  
2 deal was actually cut. The deal that has been in  
3 place with our developer has been there for some  
4 time going on 15-plus years.

5 The -- going forward, it's the Airport's  
6 intent to soon issue a request for proposals to  
7 actually not change the contract necessarily, but  
8 we're coming to the end of the term with the  
9 existing providers. We will be going out to seek  
10 new services by either the incumbent vendor or a  
11 new vendor. I suspect that the incumbent vendor  
12 will also propose to continue the management of  
13 the concession program in its entirety.

14 We have some 160-some vendors at the  
15 Airport, concessions at the Airport. They manage  
16 much of that process on a day-to-day basis. A lot  
17 of our direct contact is right with the concession  
18 developer.

19 COUNCIL PRESIDENT CLARKE: What is the  
20 timeline on that?

21 MR. GALE: We hope to have a request for  
22 proposals out on the street some time this summer.  
23 And then go through a transition process through  
24 the fall and early winter months, so that we are

1 ready to go by spring of next year.

2 COUNCIL PRESIDENT CLARKE: What is the  
3 interaction with City Council as it relates to the  
4 minimum keeping us abreast of the process? I  
5 don't know if ultimately any contracts have to be  
6 authorized by City Council.

7 MR. GALE: The concession deal most likely,  
8 Council President, would be a multi-year deal.  
9 These deals typically range anywhere from seven to  
10 ten sometimes plus years. As such, we would be  
11 coming in front of City Council for authorization  
12 to proceed with that contract.

13 COUNCIL PRESIDENT CLARKE: Okay. I have to  
14 admit, I heard that there was some discussion  
15 about having a one-year contract with renewals so  
16 it would not have to come before City Council.  
17 But that's just a rumor.

18 MR. GALE: We are evaluating as we continue  
19 to try to better our program consistently and to  
20 maximize revenues and to provide the best  
21 amenities and services to our passengers, we are  
22 looking at what is the latest and the greatest at  
23 airports all across the world. We are trying to  
24 incorporate those ideas into the RFP that we put

1 out in the street.

2 COUNCIL PRESIDENT CLARKE: So, that may not  
3 just be a rumor then is what you're saying?

4 MR. GALE: I'm sorry, sir?

5 COUNCIL PRESIDENT CLARKE: That may not  
6 just be a rumor then.

7 MR. GALE: No. We will still be putting  
8 the RFP out on the streets. We are not looking  
9 for deals -- today, we are not looking for deals  
10 that are one year plus one year renewals. The  
11 intent would be to have a longer term, multi-year  
12 deal. Many of the developers or managers that get  
13 involved in this are looking for opportunities to  
14 come in, set up and get a return on their  
15 investment. That will take them several years to  
16 do that.

17 COUNCIL PRESIDENT CLARKE: Okay. All  
18 right. Thank you.

19 Chair recognizes Councilman Goode.

20 COUNCILMAN GOODE: Thank you,  
21 Mr. President. Good morning, Mr. Gale.

22 MR. GALE: Good morning, Councilman.

23 COUNCILMAN GOODE: The City Council has a  
24 copy of the two-year lease agreement?

1           MR. GALE: I don't believe -- the two year  
2 Use and Lease Agreement Extension is currently  
3 still being drafted, Councilman.

4           COUNCILMAN GOODE: So, it's not finalized  
5 yet?

6           MR. GALE: No. It's not finalized. We  
7 reached terms of an agreement with the airlines.  
8 The Use and Lease Agreement will need to be  
9 presented to City Council in the future.

10          COUNCILMAN GOODE: Will we get a copy of  
11 the Use and Lease Agreement before the bill comes  
12 to Council?

13          MR. GALE: I will have to check into that,  
14 Councilman.

15          COUNCILMAN GOODE: Okay. Were you involved  
16 in negotiation of Use and Lease Agreement?

17          MR. GALE: I was. The extension, yes.

18          COUNCILMAN GOODE: Were you the chief  
19 person responsible for it?

20          MR. GALE: I was the chief person for the  
21 Airport, yes.

22          COUNCILMAN GOODE: Okay. Are you aware of  
23 Community Benefit Agreements that were developed  
24 in other cities regarding airport expansions?

1           MR. GALE: I am only aware of one CBA or  
2 Community Benefit Agreement with an airport  
3 project. I believe that was LAX.

4           COUNCILMAN GOODE: LAX in 2005?

5           MR. GALE: I think so.

6           COUNCILMAN GOODE: How did you become aware  
7 of that?

8           MR. GALE: I actually have friends that  
9 work at LAX. As I talked to my colleagues, become  
10 aware it was something that existed there. Was  
11 also brought to our attention by individuals who  
12 have an interest in possibly seeing an agreement  
13 like that developed at the Airport.

14          COUNCILMAN GOODE: You have also talked to  
15 Power and SEIU and Fight for Philly and Unite Here  
16 regarding provisions of a community benefit  
17 agreement?

18          MR. GALE: I have met with representatives  
19 of Power and those groups multiple occasions,  
20 Councilman.

21          COUNCILMAN GOODE: Did you incorporate any  
22 of those provisions within your negotiation of the  
23 lease extension?

24          MR. GALE: No. The provisions of community

1 benefit agreement are not currently incorporated  
2 in the Use and Lease Agreement.

3 COUNCILMAN GOODE: Okay. How long have you  
4 worked for the City?

5 MR. GALE: Since 1989 permanently.

6 COUNCILMAN GOODE: You were here in 2000  
7 when we did the stadiums?

8 MR. GALE: I'm sorry, sir?

9 COUNCILMAN GOODE: You were here in 2000  
10 when we did the stadiums?

11 MR. GALE: Yes. I think I was a management  
12 trainee at that point in time.

13 COUNCILMAN GOODE: You were here when we  
14 did the Convention Center expansion?

15 MR. GALE: Yes, I was.

16 COUNCILMAN GOODE: Don't you think it would  
17 be more useful to try to incorporate some of those  
18 things before it gets to Council as opposed to  
19 have us rush it at the end knowing that Council  
20 will try to incorporate some of those terms?

21 MR. GALE: I think we tried to work along  
22 with the representatives of the organization as  
23 best we could, Councilman, in terms of identifying  
24 what their needs or requests were.

1 COUNCILMAN GOODE: Chief among their  
2 requests are that the workers at the Airport be  
3 paid a liveable wage. Was that considered as part  
4 of the negotiations?

5 MR. GALE: If you are referring to your  
6 legislation, Councilman, on the living wage, it's  
7 the Airport's intent that the Use and Lease  
8 Agreement will include the legislation language.  
9 And it's the Airport's intent to abide by all the  
10 City of Philadelphia rules and laws as they apply  
11 along with the City Charter.

12 COUNCILMAN GOODE: But there was no  
13 discussion beyond what's generally in the terms?

14 MR. GALE: For the Use and Lease Agreement?

15 COUNCILMAN GOODE: Uh-huh.

16 MR. GALE: No. The Use and Lease Agreement  
17 Extension focused primarily on an extension of  
18 what we currently have in place today.

19 COUNCILMAN GOODE: There are general  
20 contract terms attached to every contract.

21 MR. GALE: Yes.

22 COUNCILMAN GOODE: I am assuming you are  
23 saying that whatever is attached to every contract  
24 will be attached.

1           MR. GALE: With the inclusion of the  
2 legislation language with respect to 21st Century.

3           COUNCILMAN GOODE: Beyond it, there was no  
4 discussion of wages?

5           MR. GALE: No, sir.

6           COUNCILMAN GOODE: Okay. Are you aware of  
7 where the Living Wage Standard came from?

8           MR. GALE: No, sir.

9           COUNCILMAN GOODE: It came from a state job  
10 creation tax credit program that then was adopted  
11 as a local job creation tax credit program. And  
12 the thought behind it was that we should not be  
13 offering tax credits or subsidizing businesses  
14 unless we are concerned with job quality. And it  
15 had bipartisan support in the state level and  
16 bipartisan support on the local level.

17           I guess the question is, you know, the  
18 concerns of Power, SEIU, Fight for Philly, Unite  
19 Here. Do you think those issues are being  
20 addressed through what you plan to offer the  
21 Council, or would Council have to change what you  
22 bring to us?

23           MR. GALE: I think that what we will bring  
24 to Council would be the inclusion of the required



1 language. And you should expect that the Airport  
2 will abide by the laws of the City of Philadelphia  
3 and the City Charter as they apply to the Use and  
4 Lease Agreement.

5 COUNCILMAN GOODE: There are no special  
6 provisions that are being offered similar to what  
7 was done at LAX in 2005?

8 MR. GALE: Not at this time, Councilman.

9 COUNCILMAN GOODE: We are going to have to  
10 do it ourselves.

11 MR. GALE: I think that there is still many  
12 discussions going on regarding that topic.

13 COUNCILMAN GOODE: Thank you. Thank you,  
14 Mr. President.

15 COUNCIL PRESIDENT CLARKE: Thank you,  
16 Councilman.

17 Chair recognizes, Councilman Oh.

18 COUNCILMAN OH: Thank you very much,  
19 Mr. President.

20 First of all, congratulations on the four  
21 new airlines that you brought to Philadelphia.

22 What happens after that? What is the main  
23 target you are seeking?

24 MR. GALE: Thank you, Councilman. I

1 appreciate the comment. Hopefully, those new  
2 airlines will be quite successful and provide  
3 competition and lower fares for all of our users  
4 to enjoy.

5           Are efforts are going to stay very pressed  
6 on finding wherever and whenever we can whatever  
7 carriers are not operating in Philadelphia that  
8 might be able to come in and provide service and  
9 compete on certain routes at great prices. We are  
10 having discussions with our existing carriers to  
11 ensure that they don't dwindle and further service  
12 down to Philadelphia, the Deltas, the Northwest,  
13 the Southwest, to make sure that they hopefully  
14 stay strong at our Airport.

15           As mentioned in my testimony, there is  
16 going to be a lot of emphasis on international  
17 service development to be better able to operate  
18 in a global arena. To open up access to places  
19 like China, like Korea, like Brazil. We aren't  
20 getting there directly today. But hopefully, with  
21 continued efforts along with some things that may  
22 occur as part of the American Airlines/U.S.  
23 Airways merger, would provide new opportunities  
24 for us to pursue that really have not been there

1 to us at this point in time.

2 COUNCILMAN OH: And I will mention that I  
3 very much appreciated our trip to Korea to meet  
4 with Korean Airlines and Asiana. That was, I  
5 think, a very good effort.

6 Could you tell us a little bit about the  
7 impact, positive/negative, of the merger between  
8 American and U.S.? How will it affect  
9 Philadelphia?

10 MR. GALE: We believe that the merger will  
11 actually have a very positive effect on the  
12 Airport and the region according to the analysis  
13 work that we've done to date. U.S. Airways has  
14 been a staple airline at Philadelphia  
15 International Airport for over 30 years.

16 As I mentioned in my testimony, over 460  
17 departures a day. They employ over 6,000 people  
18 at the Airport. We believe that the merger with  
19 American Airlines will offer them some  
20 opportunities to expand their service into areas.  
21 We believe that some of that service will come  
22 directly out of Philadelphia.

23 American Airlines currently hubs out of JFK  
24 and Miami and Chicago and Dallas and LA. While we

1 are pretty close to JFK, JFK has certain  
2 limitations on it in terms of the slotting and  
3 restriction and capacity that's controlled coming  
4 in and out of that airport. There is not much  
5 room for an airline to grow at JFK. Whereas, we  
6 believe Philadelphia not only has a great  
7 collection facility to bring passengers in from  
8 all over the country, we also have the opportunity  
9 to grow and are a great launching point off the  
10 east coast and points abroad.

11 We think our discussions with U.S. Airways  
12 sees that. Their CEO Doug Parker has referenced  
13 that many, many times in interviews and statements  
14 thus far that Philadelphia will play a very, very  
15 key role in the new American Airlines system. We  
16 are looking for great opportunities out of that.

17 COUNCILMAN OH: Is there any concern that  
18 the merger would result in Philadelphia becoming a  
19 feeder airport and not an international airport?  
20 It would lessen the amount of flights out of  
21 Philadelphia? Any concern there?

22 MR. GALE: No. We are actually looking at  
23 it quite differently, Councilman.

24 COUNCILMAN OH: Okay.

1           MR. GALE: U.S. Airways as our largest  
2 carrier currently about 73 percent of the market  
3 share provides the overwhelming majority of  
4 international flights and has been quite  
5 successful for them in that vein. They supported  
6 the development of the International Terminal,  
7 which they maxed out. Part of our discussion on  
8 Airport Expansion is to even increase the size of  
9 the International Facility to accommodate even  
10 more international growth going in the future.

11           U.S. Airways currently serves over 85  
12 cities domestically in the U.S. directly out of  
13 Philadelphia. Our hope will see that number of 85  
14 grow to provide even more connecting capacity to  
15 be able to come in and support flights that would  
16 then go to, as I said, places like Asia, India and  
17 Brazil.

18           In fact, U.S. Airways just recently filed  
19 an application to begin service for nonstop  
20 service from Philadelphia to Sao Paulo, Brazil  
21 beginning in 2014. We believe that they want to  
22 use Philadelphia as a growth point on the  
23 international side. And in order to make those  
24 international flights viable, they require a lot

1 of domestic connecting fee coming into the  
2 Airport.

3 COUNCILMAN OH: Okay. Well, that's good  
4 news.

5 Can I ask you, in terms of the ability of  
6 the new configuration of the runways, will we be  
7 able at Philadelphia to handle the new A380s and  
8 other large aircraft?

9 MR. GALE: We currently can accept the A380  
10 to land at the Airport today. But once it lands,  
11 dependent upon the type of service it's providing,  
12 if it's providing cargo service, it's a little  
13 easier to handle because it will go to a location  
14 at the Airport where it's not up against the  
15 Terminal Building.

16 In order for us to handle effectively an  
17 A380 in our Terminal Building area, we would have  
18 to do some serious reconfiguration. When I  
19 mentioned the growth on the new International  
20 Terminal, that aircraft would be used for  
21 international long haul, international service.  
22 When we go to hopefully build a new international  
23 wing, it will be designed to be able to handle the  
24 A380 aircraft.

1 COUNCILMAN OH: All right. Thank you very  
2 much. Thank you, Mr. President.

3 COUNCIL PRESIDENT CLARKE: Thank you,  
4 Councilman. Chair recognizes Councilman Jones.

5 COUNCILMAN JONES: Thank you,  
6 Mr. President. And I want you to know that your  
7 clock is well -- I've been quality control testing  
8 it, and so it's been doing well. I'll attempt to  
9 be brief.

10 Let me say this, that we just experienced  
11 over the last couple of years federal stimulus  
12 money which totaled, I don't know, 20 -- maybe a  
13 little less than a billion dollars when you  
14 include all of the subsidiaries, PHA, the City of  
15 Philadelphia, SEPTA and others. This expansion  
16 exceeds that in a 6.4 billion with a B expansion  
17 over 12 to 15 years.

18 One of the lessens learned as my colleague  
19 would say and teaching moments was that if we had  
20 enough time to put the proper safeguards in place,  
21 we would have gotten a lot more benefit out of it  
22 by way of inclusion, diversity, probably a lot  
23 more in sustainable jobs that I know Councilman  
24 Henon cares about.

1           So, what we want to say about -- and I  
2   think you will hear it echoed in different ways by  
3   members, is that we want this kind of  
4   consideration for this project both in the form of  
5   DBE/WBE/MBE participation but also meaningful jobs  
6   that are created for the citizens of Philadelphia.

7           Now, I'm not going to go through what my  
8   colleague articulated by way of the type of  
9   agreement we want to see, but know and be assured  
10   that we are going to be looking for that. And  
11   that is an important factor in whether or not --  
12   if when tides rise, all boats should rise with it.  
13   If that is not the case, then what's the point?  
14   And so we are going to be keenly focused on that.  
15   I will just leave that there where it belongs.

16          Couple of other questions. We will revisit  
17   this. By way of connectivity to this expansion,  
18   what other infrastructure -- and my colleague, I  
19   can't say enough about Councilman Johnson's  
20   Transportation Conference he had. Real proud that  
21   he's thinking in those terms and global thinking  
22   by my other Republican friend.

23          Specifically, there was some issue about  
24   PATCO coming into Philadelphia on a light rail and



1 some consideration about it going down Delaware  
2 and extending to the Airport.

3 Where are we with talks with PATCO on that?

4 MR. GALE: Councilman, I have not had any  
5 personal talks with PATCO. There has been a lot  
6 of discussion relative to the Amtrak Northeast  
7 Corridor Line and how we might be able to tie in  
8 to the Northeast Corridor the way some other  
9 airports have done, so that folks that want to fly  
10 out of the Airport that are coming from the south  
11 below Wilmington, for example, or from the north,  
12 would be able to possibly in the future get off at  
13 a stop that is dedicated for the Airport and  
14 connected by a light rail or automated mover  
15 system that we plan on installing.

16 Or, you know, in long term, Amtrak has  
17 identified in their long range plans that possibly  
18 the Northeast Corridor Line would swing and  
19 actually touch in tangent to the Airport.

20 As we look at other opportunities for  
21 connectivity into the Navy Yard, the extension of  
22 lines over into the Navy Yard area. As we look  
23 around the areas of the Airport, I think that  
24 those are all on the table for consideration.

1 There are some challenges there, of course, to be  
2 able to jump over Schuylkill River and other  
3 things to be able to connect into the Airport, but  
4 they are things we are looking at.

5 I'm fortunate in many respects. My boss,  
6 the Deputy Mayor for Transportation Utilities,  
7 plays in a number of areas. Works with SEPTA.  
8 Works with the Delaware Valley and the Regional  
9 Planning Authority and the PRPA and gets engaged  
10 in many of those discussions in her role, as well.

11 COUNCILMAN JONES: What are currently the  
12 only rail lines that touch the Airport?

13 MR. GALE: The SEPTA Airport Line comes  
14 directly into the Airport and has for over 25  
15 years. The -- there is CSX Rail Line that travels  
16 along the south side of the Airport. Doesn't stop  
17 there. It services into the Army Corp area.

18 COUNCILMAN JONES: Is there a reason why it  
19 doesn't stop there?

20 MR. GALE: It's just freight, Councilman.  
21 It's not moving anything in there. It's a rail  
22 line that we will have to actually relocate as  
23 part of the Airport Expansion Project, but still  
24 provide a rail access point for the Army Corp of

1 Engineers to move their dredge area.

2 COUNCILMAN JONES: In concert with  
3 Councilman Oh's question, in order for us to take  
4 advantage of the expansion, we have to have  
5 intermodal connectivity and continue to look at  
6 opportunities to increase the amount of ridership  
7 out of Philadelphia. Those kinds of light rail  
8 connections allow for convenience for people.

9 I mean, when people think of going away,  
10 sometimes they will look at Washington, DC,  
11 obviously, New York and other places because of  
12 convenience and access intermodally. I just want  
13 us while the iron is hot to try to synergize off  
14 of that for other connectivity.

15 Thank you, Mr. Chairman.

16 COUNCIL PRESIDENT CLARKE: Thank you,  
17 Councilman.

18 Chair recognizes Councilman O'Brien.

19 COUNCILMAN O'BRIEN: Thank you,  
20 Mr. President. I'd just like to point out that as  
21 our Majority Leader was auditing you and  
22 congratulating you on the time, he went over  
23 himself.

24 But I think it's important for us to

1 recognize that it's important when -- to do the  
2 right thing when people are looking at you. But  
3 it's also important to do the right thing -- it's  
4 more important when people aren't looking at you.

5 I'd just like to tell a little story about  
6 a family that went to Orlando, Florida. They  
7 had -- their son was living with autism and they  
8 went to board the plane. And they were told that  
9 they couldn't go on with their son as they board  
10 all disabilities first. The family went on to  
11 explain that if they don't board with their son,  
12 there is no reserve seating. When they get on  
13 that plane, they are not going to be able to get  
14 seats together. As this went on, the young man  
15 was challenged and he had a melt down in the  
16 airport. The family ended up staying at the hotel  
17 in Orlando and driving back to Philadelphia.

18 I would like to point out that Mr. Gale and  
19 the people at Philadelphia International Airport  
20 took that as a challenge. And Philadelphia  
21 International Airport is the first autism-friendly  
22 airport in the world. That is remarkable in and  
23 of itself. But there are several benefits that  
24 have sprung off of that.

1           The families go down to the Airport, they  
2 check their bags, they go through the most  
3 rigorous security checks. They then go to the  
4 gate, they board, they have a virtual takeoff and  
5 landing, then they have snacks on the plane. Then  
6 they de-board and leave the airport. Our own  
7 Derrick Green was featured with his son and lovely  
8 wife in Philadelphia Mag -- in People Magazine.

9           But that has afforded us the opportunity  
10 with Dr. Wendy Ross who worked with the Airport to  
11 train up the Smithsonian, the Academy of Natural  
12 Sciences. We recently trained up Citizens Bank  
13 Park. SEPTA is joining that conversation. And  
14 many, many small businesses in Philadelphia are  
15 taking the lead that the Airport has set in the  
16 hopes that we can make Philadelphia the first  
17 autism-friendly city on the planet.

18           But again, I would like to congratulate the  
19 Airport and their personnel because this isn't  
20 something that they waited to be told to do. It  
21 is a civil rights issue, but they did it because  
22 it was the right thing to do. If airlines all  
23 over the country and have airports that are  
24 following their example. I think these budget

1   hearings are a great opportunity to not only drill  
2   down inside the departments to find out if there  
3   is any waste or anything that's going on in the  
4   department but also to celebrate the wonderful  
5   creativity that's been demonstrated by the  
6   Philadelphia International Airport and that  
7   community.

8           Thank you.

9           COUNCIL PRESIDENT CLARKE: Thank you,  
10   Councilman.

11          Chair recognizes Councilman Johnson.

12          COUNCILMAN JOHNSON: Thank you,  
13   Mr. President.

14          I'd like to thank first and foremost -- can  
15   we have Mr. Calvin Davenger please stand if he is  
16   in the audience. Where is Calvin at? My man.

17          At this moment, we want to thank Mr. Calvin  
18   Davenger who is the Deputy of Aviation for  
19   Planting and Environmental Stewardship. We want  
20   to recognize him for 22 years of service at the  
21   Airport and to the City of Philadelphia. I have  
22   interacted with you on various occasions. And I  
23   must say you have always represented a young man  
24   of fine character.

1           Let's give him a round of applause.

2           (Audience applauds)

3           COUNCILMAN JOHNSON: It's always fitting to  
4 see our public servants who dedicate significant  
5 years of service to our City. So, I want to make  
6 sure that we make note of Mr. Davenger and the  
7 work that he has done on behalf of the City of  
8 Philadelphia at the Airport.

9           I want to also thank Mark Gale, Marian  
10 Mahoney and staff for the work that they have been  
11 doing out in the Airport thus far since I arrived  
12 as a Councilman, keeping me informed of what is  
13 going on as it relates to the Airport expansion  
14 but the overall operation at the Airport. I never  
15 shy to say I am one of the advocates for expansion  
16 of the Airport, new runway and all.

17          I travel a lot with my wife. Just came  
18 back from Florida. Before then we were in  
19 Atlanta, Italy last year, LA, Bora Bora. And so  
20 because I am a man of travel, I would like to  
21 continue to be proud of what we are doing in our  
22 own home airport. So as we move forward with this  
23 expansion process, it's a product that I am  
24 excited about because I love the City, but I

1   also -- I am proud of the vast infrastructure  
2   facility that we have. One being primarily  
3   airport that resides in the Second Councilmatic  
4   District.

5           As we move forward, I want to follow up and  
6   echo some of the comments that my colleague  
7   Councilman Goode has talked about as well as an  
8   interest of my colleague Councilwoman Blondell  
9   Reynolds-Brown regarding minority inclusion.

10          So, Mark, just give me an idea on a couple  
11   things. One, as we do this expansion, obviously  
12   Power is advocating for a variety of different  
13   issues regarding workplace conditions, first  
14   source hiring, Second Councilmatic District  
15   residents first and foremost.

16          Give me an idea of, one, your perspective  
17   as it relates to the workplace conditions, best  
18   practices from the Airport standpoint. There were  
19   some questions regarding low bid contracting  
20   services and how it has an impact on workers  
21   having an opportunity to rise to a certain level  
22   from an economic standpoint.

23          But I am also equally concerned about the  
24   minority participation on a construction and



1 building trades side as well as professional  
2 services sides.

3           Who is going to monitor making sure we are  
4 hitting certain goals? Cause to me ordinances are  
5 one thing, but at the same time I would like to  
6 look back over a period of time and know that we  
7 hired so many specifically African-Americans and  
8 minorities in the building trades to participate.  
9 That is where a lot of jobs are going to go at  
10 moving forward on a building trades side, but also  
11 people are participating on a professional  
12 contract and services side.

13           Just give me an overall overview. I will  
14 say for the record, though, that you did meet with  
15 me regarding some of these issues. We are still  
16 in conversation prior to any piece of legislation  
17 that comes to City Council. So, that should be  
18 noted for the record publicly that y'all have been  
19 opening up those lines of communication so we can  
20 kind of address some of these issues.

21           If you can talk about the First Source  
22 Hiring, 21st Century wage. I know Wilson Goode  
23 just recently introduced a bill regarding 21st  
24 Century wages as well as Councilman Green First

1 Source Hiring. And also, just workplace  
2 conditions just in general.

3 MR. GALE: Well, thank you, Councilman,  
4 both for your comments and recognition of our work  
5 at the Airport. And I didn't want to be remiss,  
6 but also thank Councilman O'Brien for his comments  
7 on behalf of the Airport team on behalf of the  
8 autism program. It's an important initiative for  
9 us and want to keep it going.

10 With respect to the DBE commitments, it's  
11 probably going to cross a few different areas. I  
12 think the Airport has certainly attempted to  
13 demonstrate our commitment in the area in terms of  
14 contracting as it relates to the Capacity  
15 Enhancement Program, the CEP.

16 Our first contract that we did was for the  
17 program management office, which has now been up  
18 and running for a little less than a year. But in  
19 negotiations with the team that we selected, we  
20 actually had a 50 percent aggregate commitment  
21 M/WBE commitment on their side with minimum  
22 35 percent first year with 50 percent over the  
23 four-year life of the term of the contract. We  
24 are going to exceed the 35 percent for the first

1 year. We continue to work with the program  
2 management team to make sure that we are not only  
3 meeting but exceeding the goals and moving  
4 forward.

5 As we look to the opportunities that are  
6 going to be coming out the door for not only  
7 professional service contracts but public works  
8 bids and whatnot for construction work, we are  
9 going to continue doing the same things that we  
10 had been doing and stress the highest levels of  
11 inclusion.

12 We have had a number of economic  
13 opportunity forums, one of which included yourself  
14 and Councilwoman Reynolds-Brown, which we think  
15 was a great success to team and network companies  
16 large and small, certified and noncertified DBEs  
17 and we're going to continue to do that. Putting  
18 the levels of commitment in this contracts as they  
19 get released. Obviously, taking a look at them as  
20 to what the capacity is that exist in that area  
21 and whether or not there's any federal funding  
22 that is included in the project in which, you  
23 know, we need to follow some different guidelines.

24 We are also working very, very closely with

1 Office of Economic Opportunity with Angela  
2 Dowd-Burton's group with respect to making sure  
3 that economic opportunity plans are stated in all  
4 the contracts that speak to inclusion in terms of  
5 workforce development opportunities, breakdown and  
6 percentages of minorities and females that need to  
7 be included in contracts going forward from this  
8 point forward.

9 And then we also are doing our own internal  
10 as part of the CEP and the Program Management  
11 Office, taking a look at the workforce that exists  
12 in the area today, the type of work and projects  
13 that are expected to be coming out of the Airport  
14 so that we can see if there is a gap that needs to  
15 be filled and a gap analysis.

16 Once that gap is identified, if we are  
17 projecting a shortage in a particular skill set,  
18 then to work with the variety of agencies that --  
19 that are already in the area of job skills  
20 training and development. To work with them so  
21 that we can make sure that the pipeline is built  
22 to make sure that skilled workers will be able to  
23 meet the job requirements and the needs that are  
24 going to come forth in the future.

1 COUNCILMAN JOHNSON: When will that  
2 analysis be completed?

3 MR. GALE: We are actually -- we are making  
4 our way through it. Not sure if we have a real  
5 close date just yet. Probably within the next  
6 several months we anticipate completing that work.

7 But first steps, what's out there today in  
8 terms of skill trades and the work force. And  
9 then as we have been completing negotiations with  
10 the airlines on the projects that we're focusing  
11 in on, what are those projects going to require  
12 and how does it match up to the skill set and the  
13 workers that are in the area to see where we're  
14 going to be short. And then work with the  
15 agencies in order to try to provide and develop a  
16 pipeline to make sure that we can fill that need.

17 There is a lot going on, on many fronts  
18 there.

19 COUNCILMAN JOHNSON: Just the First  
20 Source -- your perspective on First Source job  
21 hiring to the low bid contracting system with  
22 subcontractors on the airline. Your perspective  
23 in terms of how they operate. At least, we are  
24 getting perspective that there are some challenges

1 in terms of providing some of the workers the  
2 opportunity to graduate from a low income state.  
3 I think, like, 725 into the next level of  
4 basically economic opportunity for them.

5 Just give me your perspective on the First  
6 Source Hiring, 21st Century wage, and also the low  
7 bid contracting component with subcontractors.

8 MR. GALE: As I mentioned to Councilman  
9 Goode, I think as you referenced as well, this is  
10 still a topic of discussion as we move forward.

11 COUNCILMAN JOHNSON: Okay.

12 MR. GALE: I think you should expect that  
13 the Airport will adhere to the laws of the City of  
14 Philadelphia and the City Charter for the  
15 agreement that comes before you.

16 We continue to work with tenants and  
17 stakeholders when the Airport goes to a job fair  
18 anywhere in the city and any of the Councilmatic  
19 Districts. We encourage our stakeholders, our  
20 concessions, our airlines to also join us if  
21 possible to try to create that avenue for jobs as  
22 we go forward.

23 COUNCIL PRESIDENT CLARKE: Councilman, can  
24 you come back on the next round?

1 COUNCILMAN JOHNSON: See you on the second  
2 round.

3 COUNCIL PRESIDENT CLARKE: Thank you.  
4 Chair recognizes, Councilman Henon.

5 COUNCILMAN HENON: Thank you,  
6 Mr. President.

7 COUNCIL PRESIDENT CLARKE: You're welcome.

8 COUNCILMAN HENON: Good morning.

9 MR. GALE: Good morning, Councilman.

10 COUNCILMAN HENON: Panel, I appreciate you  
11 coming in. Lot of questions revolved around the  
12 hiring and, I guess, the CEP and plans moving  
13 forward that will merge. Couple specific  
14 questions.

15 I just want to reiterate some of what has  
16 been said, you know, starting off with Council  
17 President talking about transition of jobs, all  
18 right. Making sure that there is not just a  
19 interim transition, but an opportunity for  
20 sustainable job workforce that are trained in the  
21 positions that there will be. I would imagine  
22 that you would see vendors, you know, contractors  
23 that will come and go as a result of either the  
24 Use and Lease Agreement or whatever -- the CEP.

1           Hopefully, when we are looking at, you  
2   know, not -- as you stated, not one term renewable  
3   lease or contracts, that we're looking at long  
4   term contracts. That, you know -- that the  
5   workforce, the regional workforce is a part of  
6   that long term conversation.

7           I was happy to hear that, one, that I think  
8   most of the colleagues here are on the same page.  
9   And two, that ongoing conversations are going to  
10   continue as you are drafting the Use and Lease  
11   Agreement; is that correct?

12          MR. GALE: It's correct. One of the things  
13   that I didn't mention to Councilman Johnson's  
14   question, is in addition to taking a look at the  
15   needs for sustainable pipeline for workers going  
16   forth in the future for Airport projects, we may  
17   be competing with our major projects going on in  
18   the area.

19          COUNCILMAN HENON: Okay.

20          MR. GALE: We have to take that into  
21   account, as well, that there may be shortages that  
22   may develop. If we're competing with an I-95  
23   Project, let's say, and we think we will have an  
24   available resource to draw on and it's not there.



1           Part of our look ahead is to try to see how  
2   that sustainable pipeline is there. To make sure  
3   that the projects at the Airport continue to go  
4   smoothly.

5           COUNCILMAN HENON: I think as long as  
6   communications are ongoing as you stated, then I  
7   think the need will be based upon ongoing -- you  
8   know, the demand with, you know, informing, you  
9   know, the City and the region of these job  
10   opportunities.

11           Of course, successor language, you know,  
12   coming from as you know my background, I think  
13   it's important to have good successorship language  
14   when we turn over any kind of vendors or  
15   contracts, you know, folks especially when we get  
16   into long term. Hope you can take a hard look at  
17   successorship, you know, moving forward.

18           I know the Convention Center -- and you may  
19   be doing this. This may be my ignorance. The  
20   hospitality industry, did that have hospitality  
21   training? Does that come into play at all with  
22   the Airport in any of these vendors or contractors  
23   or employees down at the Airport?

24           MR. GALE: Well, certainly customer service

1 is key in our business. It's one of my primary  
2 initiatives is to change the way that some of our  
3 employees at the Airport, not just City employees,  
4 but those who don't work directly for the City of  
5 Philadelphia or the Airport. I refer to it as the  
6 black eye syndrome. Sometimes we get a black eye  
7 for the actions of somebody that we don't have  
8 direct control over.

9 One of the things that we are working on,  
10 Councilman, is in addition to the customer service  
11 and hospitality training that our staff goes  
12 through, is working on a way to actually mandate  
13 that all Airport employees, regardless of who they  
14 work for, have to go through some level of  
15 customer service and hospitality training in order  
16 to work at our facility. If we are treating our  
17 customers badly and driving them out of here where  
18 they don't want to fly Philadelphia Airport, with  
19 all the improvements that we're doing, we're  
20 really not reaching our goals that way.

21 COUNCILMAN HENON: Well, I am glad to hear  
22 that. Just again, my experience and my knowledge  
23 of, let's just say, the Convention Center, they  
24 have for their workforce, they have hospitality

1 training.

2 MR. GALE: Yes.

3 COUNCILMAN HENON: You know, in the  
4 industry. It's a different sect of, I guess,  
5 customer service.

6 MR. GALE: Yeah.

7 COUNCILMAN HENON: And friendly greeting  
8 and everything like that. You have ongoing  
9 conversations is there with Tinicum. I am glad to  
10 hear you are still having conversations with them.

11 MR. GALE: We are.

12 COUNCILMAN HENON: It's nothing set in  
13 stone there.

14 Does the coming up an agreement with  
15 Tinicum and any of these long term agreements, is  
16 it one proceed the other? Or can they  
17 simultaneously, you know, happen concurrent --  
18 concurrently?

19 MR. GALE: Well, certainly the agreement  
20 with Tinicum Township in Delaware County plays  
21 into the relocation of United Parcel Service,  
22 which ultimately plays into how the Airport  
23 Expansion Program would proceed. So, you could  
24 make the argument that certain things need to

1    happen before the other, which is why we stayed in  
2    discussions with Tinicum Township, Delaware  
3    County. So that not only can we reach an  
4    agreement with them to be able to move forward  
5    with the projects, but to do so in a fashion or a  
6    construct that gives us that type of peace with  
7    the community for many, many years to come.  
8    Certainly, for the full extent of the CEP if not  
9    beyond.

10           Those discussions are ongoing, Councilman.

11           COUNCILMAN HENON: I have two final  
12    questions and then I will just let you answer.

13           The American -- merger American Airline.  
14    U.S. Air is a big deal.

15           MR. GALE: Yes.

16           COUNCILMAN HENON: How does that impact the  
17    long term goal of the CEP?

18           And two, tell me all the positives and  
19    benefits that the region is going to -- you know,  
20    that is going to be a product of the merger and  
21    enhancing, you know, our Airport.

22           MR. GALE: Well, the merger we believe will  
23    not only enhance the Airport and the region by its  
24    outcomes for the issues that I mentioned before,

1 U.S. Airways has been a hub carrier of  
2 Philadelphia for a long time but also has not had  
3 the aircraft in its fleet to be able to fly those  
4 long haul routes that we desperately want to get  
5 to as a city and as a region. To be able to fly  
6 nonstop to China, to Delhi, to other places.  
7 American Airlines has those airplanes in their  
8 fleet.

9           When the two airlines are merged together,  
10 they will have direct access immediately to over  
11 1,500 airplanes. 147 or so of those airplanes are  
12 wide body and capable of long haul flight. Going  
13 forth in the future, they have another 600  
14 airplanes on order. Nearly 100 of them are  
15 wide-bodied airplanes. They are going to be  
16 looking for places to put those aircraft.

17           We believe that Philadelphia offers a great  
18 opportunity for them to place flights into Philly  
19 because of our ability not only to expand and grow  
20 and we have facilities that are available, but we  
21 also have a very strong demographic region here.  
22 They have found that attractive in the past  
23 decades. We think they will continue to do that,  
24 looking for in the future.

1 COUNCILMAN HENON: Through more  
2 connected --

3 MR. GALE: Through more connectivity.

4 COUNCILMAN HENON: Regional, like, east  
5 coast in the past.

6 MR. GALE: There are, as I said, over 85  
7 cities that U.S. Airways serves directly over  
8 Philadelphia. As part of the merger, there are 59  
9 cities in the U.S. that American Airlines serves  
10 that U.S. Airways does not serve. We think it  
11 will be an opportunity for U.S. Airways to start  
12 new service to those cities that we currently  
13 don't get to.

14 And all of that domestic traffic is really  
15 what is required to make international flights  
16 viable. You don't fill an airplane with -- that  
17 is going to a place like Madrid or potentially  
18 into Delhi with traffic that is generated right in  
19 your region. You get it from all the connecting  
20 traffic that comes into the Airport generally. We  
21 think that there is where the real opportunity for  
22 us as an airport in conjunction with American  
23 Airlines are going to really hit it.

24 COUNCILMAN HENON: Thank you.

1 COUNCIL PRESIDENT CLARKE: Thank you,  
2 Councilman.

3 Chair recognizes Councilman Squilla.

4 COUNCILMAN SQUILLA: Thank you,  
5 Mr. President. Good morning, guys and thank you  
6 for being here.

7 I'd like to reiterate two of my colleagues.  
8 It's been a pleasure working with you and your  
9 staff for questions that we do have. And you're  
10 more than willing to answer those questions and  
11 have a dialogue with us. So, we do appreciate  
12 that. Thank you.

13 One issue of labor as we're talking about.  
14 And I know we have spoken about the issue of labor  
15 harmony.

16 Do you think that's something that can be  
17 achieved by the Airport?

18 MR. GALE: Well, I think much of what's  
19 been discussed that I know of, Councilman, as it  
20 relates to labor harmony exists between private  
21 sector companies and the folks that employ the  
22 workers there and not in direct contractual  
23 relationship with the Airport, per se, or the  
24 City.

1           I think that each piece of labor harmony as  
2   you reference it would be different from company  
3   to company, airline to airline in this case as to  
4   whether or not harmony was not even if it wasn't  
5   already there or what it would take in order to  
6   dissatisfy that. Many of the airlines that  
7   operate the Airport already have collective  
8   bargaining agreements in place.

9           COUNCILMAN SQUILLA: I know. Especially  
10   U.S. Airways is one that is proactive in that  
11   sort.

12          MR. GALE: Yes.

13          COUNCILMAN SQUILLA: And looking more even  
14   in basically as a concession, is that something --  
15   I am sure we would encourage moving forward then.

16          MR. GALE: Well, again, I think the  
17   Airport's arrangement is between the Airport and  
18   the concession developer. The folks that operate  
19   a McDonald's or a Wendy's or a seafood restaurant  
20   hire their employees directly. We are typically  
21   not engaged or filtered in between that hiring  
22   process between those two entities.

23          COUNCILMAN SQUILLA: Okay. Now, also I  
24   just heard Frontier Airlines is looking to, I



1     guess, work -- fly out of Delaware. Part of their  
2     reasoning was that it would be a lot cheaper to  
3     fly. Sort of like \$5 per person.

4             What is our rate in Philadelphia to -- that  
5     would be similar to that? What is our charge per  
6     person?

7             MR. GALE: The metric that they refer to is  
8     something called cost per employment, which really  
9     is taking all the expenses. What an Airport does  
10    is take all the expenses and divide it up by  
11    number of employments to be able to get an  
12    average. In our case, the average cost per  
13    employment for Philadelphia is about ten and a  
14    half dollars.

15            Now, that will vary from airline to airline  
16    dependent upon how much space they lease at an  
17    airport. And do they have first class lounges and  
18    things that pay extra for that would raise the  
19    cost per employment for their passengers. Some  
20    who may be, let's say, low cost carriers who don't  
21    lease a lot of space, their cost per employment  
22    would be lower than our average of \$10.50.

23            The story that ran and probably heard it  
24    this morning with Frontier looking to inaugurate

1 flight service out of Delaware beginning in July  
2 to several cities in the U.S., he referenced his  
3 cost per employment for his airlines, I think, was  
4 12-something for employment. We'd have to go back  
5 and actually see if that calculates out right and  
6 how we would look at it. He is incorporating  
7 costs within his operation that we are not privy  
8 to.

9 We at Philadelphia at an average of ten and  
10 a half dollars is very competitive with large  
11 airports across the country. In fact, many New  
12 York airports are already over \$25 a cost per  
13 employment. Some airports in the U.S. are  
14 slightly less.

15 As we move forward with expansion programs  
16 at the Airport and our costs start to increase  
17 because we incur additional debt service, we just  
18 need to move forward very carefully to make sure  
19 that we are not overloading and resulting in  
20 airlines actually looking to decrease service to  
21 our Airport.

22 COUNCILMAN SQUILLA: Would there be a  
23 possibility that an airline would be able to look  
24 at another location that would have a lower cost

1 per passenger if it's going forward, that  
2 increases to a certain amount? Say it goes to  
3 \$15.

4 MR. GALE: Sure. Airlines are always  
5 looking at airports where they think they would be  
6 able -- their assets are mobile. They move their  
7 airplanes. They go sometimes where they think  
8 that they are going to make a profit. But  
9 sometimes just because an airport has a lower cost  
10 structure doesn't necessarily mean it has the  
11 demographics or the population in the area to be  
12 able to support active flights and make them  
13 successful.

14 What you will see sometimes are, you know,  
15 in particularly in the case of Frontier where a  
16 carrier may opt to go to Trenton or to Wilmington  
17 close around a large metro area to be able to draw  
18 some people away. That model has been tried at  
19 different places around the county. Sometimes  
20 it's successful. Sometimes it's not.

21 COUNCILMAN SQUILLA: Okay. Thank you. I  
22 was curious. When I heard that, I figured is  
23 there a possibility that we do lose some airlines  
24 because they feel that we are too expensive to fly

1 out of. And in that case, you gave that example  
2 that because it was cheaper to fly out of there,  
3 that was their main choice. I don't know if that  
4 was all the details in that.

5 MR. GALE: Sometimes what comes along with  
6 a -- it's cheaper for the airline to operate out  
7 of an airport. But again, our Airport has a  
8 number of amenities that they may not find in one  
9 of those other airports in terms of top scale  
10 restaurants or free WiFi or other types of  
11 amenities for the business traveler. You will  
12 find those things at Philadelphia Airport, but you  
13 may not find them at another airport.

14 That factors into the decision that an  
15 airline makes, but more factors into the decision  
16 that the passenger on that airplane is going to  
17 make. If I need to sit there and do work, am I  
18 going to be satisfied doing work in the airport if  
19 it doesn't have the amenities that I am looking  
20 for.

21 COUNCILMAN SQUILLA: Okay. Great. Thank  
22 you very much.

23 MR. GALE: Sure.

24 COUNCIL PRESIDENT CLARKE: Thank you,

1 Councilman. Chair recognizes Councilwoman Brown.

2 COUNCILWOMAN REYNOLDS BROWN: Thank you,  
3 Mr. President. Good morning.

4 MR. GALE: Good morning.

5 COUNCILWOMAN REYNOLDS BROWN: Good morning.  
6 Let me first go on the record as well to  
7 personally congratulate a fellow Nittany Lion who  
8 also bleeds blue and white in Calvin, for all his  
9 career at the Airport and for the fine  
10 transportational professional that he is.

11 Secondly, on behalf of Councilman Kenyatta  
12 Johnson and myself, I would be remiss not to say  
13 THANK YOU!!! in capital letters, underscore with  
14 exclamation points for the good authentic effort  
15 partnership we enjoyed in pulling together the  
16 Airport round table for minority vendors. It was  
17 well attended, as we know. And hopefully, added  
18 on to the effort you've already started to ensure  
19 that women and people of color and disadvantaged  
20 firms get opportunity on this huge enormous, long  
21 term opportunity there.

22 Share with us, if you will, what subsequent  
23 activities, outreach or otherwise, you have done  
24 to layer the effort from last September hosted by

1 Councilman Johnson and myself?

2 MR. GALE: I can speak to some of them.

3 And some of my colleagues here might be able to  
4 speak to some of it.

5 The Economic Opportunity Forum that we held  
6 with yourself and Councilman Johnson, as I said,  
7 was one of several that we have held. We have  
8 held different types of forums for different types  
9 of opportunities, some that are associated with  
10 the Leasing Program, the Concession Program at the  
11 Airport so that we can talk to vendors to try to  
12 get DBE owned and operated concessions at the  
13 Airport. We have done outreach in those areas.

14 We have done a few others, as well. Going  
15 forward, it is our expectation that as we go to  
16 put projects out on the streets, RFPs for major  
17 pieces of the program, that you will see the  
18 Airport hold these on a regular basis. Even if  
19 there is nothing immediate, sometimes it's just  
20 good to have a forum --

21 COUNCILWOMAN REYNOLDS BROWN: Advance.

22 MR. GALE: -- to be able to say, you know,  
23 it's been a little while since we talked. Let's  
24 make some connections. There are new businesses

1     that start all the time that don't necessarily  
2     have either the direct opportunity or have been  
3     involved in previous forums that we have done.

4             So, you should expect that the Airport will  
5     continue to do those on a regular basis. And I'm  
6     sure if -- you know, folks have anything to say.

7             MR. GAINES: Good morning, Councilwoman.  
8     Caleb Gaines, Director of Compliance for the  
9     Airport.

10            It's going to be an ongoing outreach effort  
11    on the Airport. Not only are we going to have,  
12    like, our own outreach events, we will continue to  
13    partner with people like the Enterprise Center and  
14    have discussions with them --

15            COUNCILWOMAN REYNOLDS BROWN: Okay.

16            MR. GAINES: -- and what they are doing.  
17    We participated with the OEO and their  
18    construction contractor forums. We participated  
19    in those. And we will continue to do that, as  
20    well. Supporting organizations like the American  
21    Contract Compliance Association that we sponsored,  
22    the conference that was held here last year.

23            Those are kinds of things to make sure we  
24    continue to get the information out there to

1 companies, working with them on certification,  
2 what the process is, the difference between the  
3 Federal Process and the City's OEO process so they  
4 know that what are the requirements, what do they  
5 need, what is the level of documentation, whatever  
6 assistance that they need. Because on the federal  
7 side, the documentation can be overwhelming.

8 COUNCILWOMAN REYNOLDS BROWN: Yes.

9 MR. GAINES: We need to work with those  
10 small businesses to be able and everything to help  
11 them navigate the process. We are going to  
12 continue doing most of that because we have to  
13 continue to get the information out there, not  
14 when the project is out on the street but as the  
15 CEO said, well in advance.

16 COUNCILWOMAN REYNOLDS BROWN: Well in  
17 advance.

18 MR. GAINES: Those are the kinds of things  
19 that we have been doing on an ongoing basis. We  
20 will continue to do that because that is the only  
21 way that we can actually be successful in making  
22 sure that women and minorities are actually  
23 included --

24 COUNCILWOMAN REYNOLDS BROWN: Yes.



1           MR. GAINES:  -- in the contracting process.  
2   They are able to make money and then grow and  
3   expand their businesses which will allow them to  
4   hire other companies, buy more equipment and  
5   increase in everything, their own personal wealth.  
6   That is what we have to do as a city.  The more  
7   people we have working, than the better off the  
8   process will be.

9           We are going to continue to work on that.  
10   I know that you have -- you are a champion on  
11   that.  We have enjoyed working with you and your  
12   staff.  We are going to continue to do that and  
13   not drop the ball here.

14          COUNCILWOMAN REYNOLDS BROWN:  I appreciate  
15   that.  Please include Council in the loop of  
16   information so that we can share with our  
17   constituents and those that come to us looking for  
18   and hungry for those type of opportunities.

19          MR. GAINES:  Absolutely.

20          COUNCILWOMAN REYNOLDS BROWN:  I have  
21   learned from my transportational professionals  
22   like yourself and Mark and Rina Cutler and Janet  
23   Walker -- and I called those names specifically --  
24   because I have sat with y'all and learned a lot

1 about Federal DBE goals.

2 If you would speak to during last year's  
3 budget testimony you stated that the Participation  
4 Goal for FY12 was 32 percent. What would be the  
5 Airport's participation goal for this year -- next  
6 year?

7 MR. GAINES: The goal was 32 percent. On  
8 the City's operating side 32 percent. That was --  
9 the Mayor has a 25 percent requirement for all  
10 department's. The Airport goal was 32 percent in  
11 FY12 and '13. We will have to discuss on whether  
12 FY14 will be 32 percent.

13 But that's what the goal was. We haven't  
14 decided at this point to change the goal.

15 COUNCILWOMAN REYNOLDS BROWN: Okay.

16 MR. GAINES: You know, we will have to  
17 discuss that. On the 32 percent and for FY12, we  
18 exceeded that goal at 32.3 percent is what we've  
19 done.

20 COUNCILWOMAN REYNOLDS BROWN: What factors  
21 might influence or drive whether or not that goal  
22 stays there or is increased or decreased?

23 MR. GAINES: We will have to look at what  
24 we have done over the past years taking a look at

1     that and what the trends are. And also, taking a  
2     look at one of the areas that is a weak area for  
3     us in the city throughout, which is the  
4     construction area. Do we have the types of  
5     companies that have the capacity and size to be  
6     able to sustain that number over years.

7             We will have to take a look at that.  
8     Obviously, we want to be as bold and aggressive as  
9     we possibly can in terms of setting goals. But  
10    then we also want to try to make sure we achieve  
11    those goals that we set and make sure those goals  
12    are realistic for us.

13            COUNCILWOMAN REYNOLDS BROWN: Okay. The  
14    bell has rung, and I am going to honor it. So, I  
15    will see you on the next round.

16            COUNCIL PRESIDENT CLARKE: Thank you,  
17    Councilwoman.

18            Real quick, the parking for the Airport,  
19    are all of the parking garages, lots, within the  
20    boundaries of the City of Philadelphia?

21            MR. GALE: Yes.

22            COUNCIL PRESIDENT CLARKE: In the  
23    expansion --

24            MR. GALE: I'm sorry, Council -- just to

1 clarify, ones that are under lease with the  
2 Philadelphia Parking Authority.

3 COUNCIL PRESIDENT CLARKE: Right.

4 MR. GALE: There are external privately  
5 operated parking operations that are close to the  
6 Airport that are in Delaware County.

7 COUNCIL PRESIDENT CLARKE: Remote. All  
8 right.

9 Under the expansion strategies, I am  
10 understanding that you may not necessarily know  
11 where the relocations or the potential relocations  
12 of parking or the reconfiguration of parking.

13 Where are we at with that?

14 MR. GALE: As it is planned right now, all  
15 the existing garages stay in tact in their current  
16 locations.

17 COUNCIL PRESIDENT CLARKE: Right. What  
18 about --

19 MR. GALE: As we expand or we identify the  
20 need for additional expansion, most of that  
21 appears it will be on the Philadelphia County  
22 line.

23 COUNCIL PRESIDENT CLARKE: So, we won't be  
24 losing that revenue. It's all about the revenue.

1 All right. Thank you.

2 Chair recognizes Councilman Oh.

3 COUNCILMAN OH: Thank you very much,  
4 Mr. President.

5 I said before you don't get paid enough. I  
6 am not sure what the configuration is, we will  
7 probably have to look at that one day. I say that  
8 because I think there are challenges for the  
9 Airport and I want to go through that with you,  
10 which is what you are going to have to face. I do  
11 want to say I really appreciate, and perhaps it's  
12 because you are the Airport, that you look at best  
13 practices on a global basis. And I will say that  
14 I am always stumped and cannot understand why  
15 department heads and people in charge of entities  
16 in our city somehow discount looking at something  
17 that is number one, number two, number three in  
18 the world.

19 So, Philadelphia International Airport has  
20 moved up from number 14 to number 10 in terms of  
21 busiest in the nation with takeoff and landings.  
22 But I am not sure where ranking is right now. But  
23 I thought it was number 34 in the world when it  
24 comes to actual passenger traveling. And the

1 challenge for us as a city is that while the  
2 Airport received this revenues, it doesn't  
3 translate into revenues for the city unless those  
4 passengers get off the plane and come into our  
5 city to shop, buy, stay overnight.

6 Our Airport was ranked 4th in terms of  
7 worst experience when it comes to an American  
8 Airport. Fortunately, all the surrounding  
9 airports in the Northeast were also ranked worst  
10 in number 6,7 and 8. So, our competition isn't  
11 doing much better. The challenge that you are  
12 addressing is the fact that we are among the first  
13 airports. Our infrastructure is small. It's old.  
14 We have to really -- we are challenged to address  
15 that.

16 Could you talk about this new Airport  
17 configuration. One of the first things I am  
18 wondering is what about in-ground fueling and what  
19 can we do with the aviation fuel that is close by?

20 MR. GALE: Sure. I would be happy to. And  
21 thanks for the comments again, Councilman. I  
22 think that there are always challenges to run an  
23 Airport. You may find yourself as an Airport  
24 Director -- I may find myself as an Airport

1 Director facing results of surveys differently.  
2 Sometimes you are on top and some days you are not  
3 dependent upon how the survey went.

4 For us, I think when we talk about the  
5 Capacity Enhancement Program, it's important to  
6 note that it isn't just about a runway. It's not  
7 about airfield issues and solely congestion and  
8 delay and capacity. It is about trying to rebuild  
9 a terminal facility that is quite aged in many  
10 respects 50, 60-plus years old. The Airport's  
11 been around since the 1920s. It is time to really  
12 invest in that infrastructure to provide what our  
13 travelers experience at other major facilities  
14 that have recently invested heavily in their  
15 infrastructure both domestically and  
16 internationally.

17 About half of the development or the cost  
18 of the program goes on the airfield. The other  
19 half goes into rebuilding the terminal facilities,  
20 garages, people mover systems, new cargo  
21 facilities so that we can compete more effectively  
22 with the likes of New York and stop seeing cargo  
23 being put on the back of trucks and shipped up to  
24 New York on a regular basis. That is all

1 opportunity that we lose.

2           As part of the move forward, we have been  
3 in regular communications with the airlines with  
4 respect to the fueling issues. Fuel is a  
5 critical, critical, critical asset for a hub  
6 airport. We have okay storage of fuel at the  
7 facility today. But in collaboration with the  
8 airlines led by U.S. Airways, instead of having  
9 three, four, five days of fuel storage in case  
10 there is a problem, we would like better than a  
11 week or ten days worth of storage.

12           We would also like to have that fuel stored  
13 not only close by, but transported to the gates  
14 where the airplanes are fueled by pipeline, by  
15 hydrant systems as opposed to being put on trucks  
16 and have trucks running around, which over the  
17 course of my 20-some years at the Airport, have  
18 seen a lot of different things happen where trucks  
19 have overturned and, unfortunately, have run into  
20 things. We want to try to replace that so it's  
21 more efficient for the delivery, more  
22 environmentally friendly and cut down on spills.  
23 It certainly gives the airline the ability to  
24 operate at a cost advantage that way.



1           So, there are plans as part of the Capacity  
2   Enhancement Program to not only take the existing  
3   storage where a jet fuel is stored today, move it  
4   and increase its size but also long run as we  
5   start to redevelop new terminal buildings, is to  
6   put the infrastructure in the ground, the hydrant  
7   fueling, if you will, so we can eventually have an  
8   Airport that doesn't have fuel trucks running  
9   around all over the place. A plane pulls up and  
10   it gets fueled right out of the gate.

11           COUNCILMAN OH: My time is up, but I will  
12   ask this one question that I am -- was part of my  
13   original question.

14           Does our Airport have a fuel cost advantage  
15   with the Delta Aviation fuel facility nearby? I  
16   know they are saving it for them. Just seems like  
17   they have too much. Do you think that we will  
18   have an advantage in terms of aviation fuel costs  
19   and availability.

20           (Councilwoman Reynolds Brown sits in as  
21   Chair for the Council President.)

22           MR. GALE: Can I answer, Councilwoman?

23           COUNCILWOMAN REYNOLDS BROWN: Please.

24           MR. GALE: They require the refinery

1 facility and trainer. And they had stated from  
2 the beginning that it was their intent to use that  
3 facility to produce jet fuel to satisfy their  
4 needs primarily in New York. But because of its  
5 close proximity, we think that it has the  
6 potential at least at some point in the future to  
7 provide a feed not only in Philadelphia. But the  
8 real question would be for Delta Airlines, do they  
9 want to make that fuel available for other  
10 carriers.

11 We believe that once the refinery is  
12 operating at a point where it may be producing  
13 excess capacity more than it needs in New York,  
14 then they are going to look for a way to actually  
15 make some money off of it. I think it's a great  
16 opportunity for Philadelphia going forward.

17 COUNCILMAN OH: Thank you very much.

18 Thank you very much, Madam, Chairwoman.

19 COUNCILWOMAN REYNOLDS BROWN: Certainly  
20 welcome.

21 Councilman Henon, you're up next. No?  
22 Very well. Councilman Jones.

23 COUNCILMAN JONES: Thank you, Madam Chair.

24 Very briefly. You mentioned in your

1 testimony that your working capital project is  
2 being funded by your commercial paper program.

3 Could you elaborate on sources and uses of  
4 those funds?

5 MR. GALE: I am going to ask for my Deputy  
6 Director for Finance to take that one because it  
7 was actually her initiative.

8 COUNCILMAN JONES: Okay.

9 MS. CAMERON: Good morning. Chellie  
10 Cameron, Deputy Director for Finance  
11 Administration.

12 We're very pleased to have in place a  
13 Commercial Paper Program now at the Airport. The  
14 way we traditionally finance projects was we would  
15 put a set of projects out on the table, do cost  
16 estimates for them and go out into the bond market  
17 and raise funds and put them all in the bank and  
18 spend it down as we needed it for projects.  
19 That's an expensive way to do things because you  
20 start paying interest from the day you sell the  
21 bonds the whole time during construction.

22 What commercial paper does for us is it  
23 allows us to draw cash into the bank to pay the  
24 bills for contractors only when we need cash. It

1 greatly reduces the capitalized interest  
2 associated with projects and allows us to save a  
3 lot of money over the course of a large capital  
4 program. We put it into place mainly to cover  
5 capital cost not operating. So, commercial paper  
6 will cover all of the CEP projects that are coming  
7 up plus a few projects that were approved by the  
8 airlines previously that we haven't started on.  
9 All of our capital needs will be funded through  
10 commercial paper.

11 We have \$350 million limit. Once we start  
12 to approach the capacity of that program, we will  
13 come back to Council and request permission to go  
14 and sell bonds to essentially refund that  
15 commercial paper and then to hopefully recycle the  
16 program again so that we can continue to see the  
17 advantages of it.

18 COUNCILMAN JONES: So, you've managed to  
19 reduce the cost of money?

20 MS. CAMERON: Yes. Essentially, one of the  
21 scenarios that we ran to try and show the airlines  
22 what the advantages were is -- we took, for  
23 example, \$350 million worth of project costs on an  
24 average project schedule of completion. It's

1 going to save us about \$80 dollars in interest  
2 costs over the life of the bond. So, it's pretty  
3 significant.

4 COUNCILMAN JONES: So, 80 million saved.  
5 Does it still go through procurement processes  
6 that would be administered by the City of  
7 Philadelphia, or is that separate and distinct?

8 MS. CAMERON: All of the contracts that we  
9 pay for using commercial paper goes through the  
10 same procurement process as anything else.

11 COUNCILMAN JONES: Does it allow the  
12 expedition for prompt payment of contractors? Or  
13 it still follows the same --

14 MS. CAMERON: No. It's more a matter of  
15 when the money gets in the bank to be able to pay  
16 the bills.

17 COUNCILMAN JONES: So, it's our --

18 MS. CAMERON: It's still our job to make  
19 sure that we focus on paying our contractors  
20 promptly.

21 COUNCILMAN JONES: Okay. When -- define  
22 for me the relationship -- I understand the  
23 relationship of the Airport to the airlines. Help  
24 me to understand the relationship to the Airport

1 to the concessionaires and how we do quality  
2 control on their workforce?

3 What I mean by that, essentially, is how do  
4 you retain good employees and when a franchise  
5 goes out of business, does that individual not  
6 have an opportunity -- is there a job's bank or  
7 something like that that we have created to allow  
8 people continuous service?

9 How does that work?

10 MR. GALE: I will address the first piece,  
11 which is the relationship between the Airport and  
12 the airline is essentially a tenant/landlord type  
13 relationship. The City is the landlord. The  
14 airlines are the tenant.

15 They actually pay us fees to operate at the  
16 facility whether it be to land the airplanes, to  
17 rent space, to utilize pieces of our facility.  
18 And by virtue of our agreement because they are  
19 paying those fees and potentially pledging to  
20 support debt service into the future, they  
21 actually work with us on projects as to what's  
22 going to happen and how much it's going to cost.  
23 It's directly a landlord/tenant type relationship  
24 in many respects. That is what we call our

1 airline revenue component.

2 The concession program is a piece of  
3 revenue source that we refer to as non-airline  
4 revenue. I will ask my Deputy Director for  
5 Property Management and Business Development James  
6 Tyrrell to actually answer it. He oversees our  
7 concession program and can speak to your  
8 questions.

9 COUNCILMAN JONES: Who was it -- I will try  
10 to remember, I will be brief, Madam Chair, was it  
11 Market -- what was the over -- the company we  
12 dealt with before that ran the Airport  
13 concessions?

14 COUNCILWOMAN REYNOLDS BROWN: Marketplace.

15 COUNCILMAN JONES: Marketplace. Are they  
16 still in place.

17 MR. TYRRELL: Yes, Councilman, they are.

18 COUNCILMAN JOHNSON: Point of information.

19 COUNCILWOMAN REYNOLDS BROWN: Certainly,  
20 Councilman Johnson.

21 COUNCILMAN JOHNSON: I just want to follow  
22 up on that. Follow up -- just want to follow up  
23 on that point regarding Marketplace because that  
24 kind of brought another idea in my mind in terms

1 of point of information.

2 Now, if my understanding, there was some  
3 type of minority partner who is part of  
4 Marketplace who isn't there now kind of moved on.  
5 Can you clarify that for me? Because I am  
6 getting, like, bits of pieces of information. But  
7 there is a minority component that is supposed to  
8 be attached to Marketplace. I don't have the  
9 person's name, but I think he might have moved on.

10 Now Marketplace is, at least from the  
11 information I am getting, is working without an  
12 actual minority partner. Just clarify that for  
13 me.

14 MR. TYRRELL: Several years ago,  
15 Councilman there --

16 COUNCILWOMAN REYNOLDS BROWN: Talk into the  
17 phone, sir, and please identify yourself.

18 MR. TYRRELL: James Tyrrell, Deputy  
19 Director of Aviation for Property Management  
20 Business Development. Sorry, Councilwoman.

21 Several years ago the partnership between  
22 Marketplace Development and Redwood Limited  
23 Partnership who was --

24 COUNCILMAN JOHNSON: Redwood. That's what



1 I heard.

2 MR. TYRRELL: -- who was the minority  
3 partner of the developer was dissolved. And it  
4 was dissolved in a manner where the minority  
5 partner was actually bought out. His interest in  
6 the partnership was, again, bought out and  
7 dissolved. It was the opinion of the Solicitor at  
8 the time that that satisfied the requirement of  
9 the partnership going forward in terms of its  
10 minority position.

11 COUNCILWOMAN REYNOLDS BROWN: You said it  
12 was the opinion of the Solicitor?

13 MR. TYRRELL: I believe so, yes.

14 COUNCILMAN JOHNSON: What Solicitor was  
15 that.

16 MR. TYRRELL: Not sure, Councilman.

17 COUNCILMAN JOHNSON: Can you get us that  
18 information just for the record.

19 COUNCILWOMAN REYNOLDS BROWN: That would be  
20 exceedingly important.

21 COUNCILMAN JOHNSON: Just trying to do fact  
22 finding first in terms of what is actually going  
23 on in terms of minority component that goes along  
24 with Marketplace. And so, if you can get us a

1 copy of that opinion and whoever the Solicitor  
2 was.

3 MR. TYRRELL: Not sure it was so much an  
4 opinion that was issued as much as it was the  
5 contract was approved.

6 COUNCILMAN JOHNSON: Okay.

7 COUNCILMAN JONES: If I could, Councilman,  
8 having some experience with minority MBE contracts  
9 like that, I can't see how you can circumvent a  
10 ongoing participatory relationship with a minority  
11 firm by saying that the original contract was  
12 bought out. Then there needs to be some portion,  
13 Cal, that should be ongoing.

14 Is that -- you need to come on the record  
15 on this. Isn't that correct? You should step up  
16 to the mic.

17 COUNCILWOMAN REYNOLDS BROWN: I want to  
18 join that chorus, because I am deeply concerned,  
19 as well.

20 MR. GAINES: I will attempt to answer your  
21 question, Councilman Jones. I there are two  
22 things here. I think it's, one, is the  
23 relationship between the minority partner and the  
24 parent company. I think the other issue is the

1 goals, the federal goals, that we set that  
2 Marketplace then has to -- that we have to achieve  
3 as an airport. Like, they are two separate things  
4 there. We are still holding them to have  
5 significant participation.

6 For example, for FY12, the goal was 6.3  
7 percent according to the FAA's very stringent  
8 methodology that, you know -- so we had, like,  
9 25.7 percent participation. The year prior to  
10 that --

11 COUNCILWOMAN REYNOLDS BROWN: On the  
12 Marketplace side?

13 MR. GAINES: On -- well, on the concessions  
14 side which Marketplace actually goes out there and  
15 is actually responsible for developing the program  
16 itself.

17 COUNCILMAN JONES: That's different, if I  
18 could.

19 COUNCILWOMAN REYNOLDS BROWN: Please. This  
20 is all good.

21 COUNCILMAN JONES: You're right. There are  
22 two issues. There is the issue of the management  
23 responsibility of the governing entity to assure  
24 that individual concessions have 6 --

1 MR. GAINES: It was 6.3 percent was the  
2 goal.

3 COUNCILMAN JONES: -- participation.

4 MR. GAINES: That we submitted to the FAA.

5 COUNCILMAN JONES: But then if there was a  
6 JV, joint venture, established at the higher  
7 level, how is that being complied with at this  
8 point if there was a purchase out?

9 MR. GAINES: I couldn't answer that off the  
10 top of my head. I don't know at that point in  
11 everything what the agreement actually said at  
12 that time it was developed.

13 COUNCILMAN JONES: Okay.

14 MR. GAINES: It's been out there about 15  
15 years now that it's been --

16 COUNCILMAN JONES: I was around then,  
17 that's why I know. What I would like to do is get  
18 that information update to the Chair.

19 COUNCILWOMAN REYNOLDS BROWN: Yes, please.

20 COUNCILMAN JONES: If you can look into  
21 that, we don't need to belabor it here. But that  
22 is something that is on our radar at this point.

23 COUNCILWOMAN REYNOLDS BROWN: Indeed.

24 Indeed. We were at point of information, so you

1 are still up.

2 COUNCILMAN JONES: Okay. I appreciate  
3 that.

4 I guess what I want to know is by way of --  
5 that's the contracting portion under the employee  
6 portion and people that they hire.

7 What is our relationship with those  
8 concessionaires to assure that they comply with  
9 federal, state and city laws by way of wage  
10 earners that they employ?

11 MR. TYRRELL: James Tyrrell, Councilwoman.

12 I am not sure I understand your question  
13 totally, Councilman.

14 COUNCILMAN JONES: So, we do a concession  
15 with ABC Ice Cream. They have 22 employees. Who  
16 governs the human resource end of that?

17 MR. TYRRELL: The individual  
18 concessionaires are responsible for hiring and  
19 retaining their individual employees.

20 COUNCILMAN JONES: What is our relationship  
21 to assure that they are indeed complying with all  
22 of the workplace rules and regulations?

23 MR. TYRRELL: They are required to comply  
24 with all rules and regulations.

1 COUNCILMAN JONES: How do we assure that  
2 they are complying with our work?

3 MR. TYRRELL: It is a contractual guarantee  
4 that they --

5 COUNCILMAN JONES: And how do we monitor  
6 that contractual guarantee?

7 MR. TYRRELL: The developer monitors all of  
8 the contractual requirements.

9 COUNCILMAN JONES: Who monitors the  
10 developer?

11 MR. TYRRELL: The Airport does.

12 COUNCILMAN JONES: Who in the Airport  
13 monitors -- my question goes full Robin.

14 Who is watching the who in the hen house of  
15 who gets hired to assure that the employees are  
16 complying with state, federal laws on employment?

17 COUNCILWOMAN REYNOLDS BROWN: Yes.

18 COUNCILMAN JONES: Who is accountable for  
19 that?

20 MR. TYRRELL: I'm not sure other than the  
21 Airport.

22 COUNCILMAN JONES: Thank you, Madam Chair.

23 COUNCILWOMAN REYNOLDS BROWN: It's -- it's  
24 not ironic. That's the very question that I have

1 on my notes back on my desk. Who ultimately is  
2 held responsible, accountable, whatever management  
3 term you want to use at the Airport for all of  
4 what Councilman Jones just stated? And I put in  
5 my column is it OEO or is it the leadership at the  
6 Airport that is ensuring everything that  
7 Councilman Jones has just articulated?

8 MR. GALE: It's a contract compliance  
9 matter, Chairwoman. And we will follow up on that  
10 to make sure we have the parties identified who  
11 are not only managing the contract effectively but  
12 are also doing the compliance checks that are  
13 required by the contract. We will have to report  
14 back to the Chair.

15 COUNCILWOMAN REYNOLDS BROWN: Councilman  
16 Goode.

17 COUNCILMAN GOODE: How long have you been  
18 Director of Aviation?

19 MR. GALE: I was appointed as the Airport  
20 CEO in December of 2009.

21 COUNCILMAN GOODE: Okay. Have you had any  
22 interaction with the Office of Labor Standards?

23 MR. GALE: Occasionally, I do, yes.

24 COUNCILMAN GOODE: What has the interaction

1     been?

2             MR. GALE: Not recently. They typically  
3     work with members of my staff.

4             COUNCILMAN GOODE: So, does the Office of  
5     Labor Standards monitor labor issues at the  
6     Airport?

7             MR. GALE: I believe they do, Councilman.

8             COUNCILMAN GOODE: They would be the entity  
9     responsible for labor standards.

10            MR. GALE: They would.

11            COUNCILMAN GOODE: How come the guy in  
12     charge of concessions doesn't know that?

13            MR. GALE: As I said, Councilman, we'll  
14     have to follow up on the question. I think Labor  
15     Standards does monitor that activities at the  
16     Airport. My Deputy is responsible for managing  
17     the contract. We have to determine --

18            COUNCILMAN GOODE: But if the person in  
19     charge of concessions has not interacted with the  
20     Office of Labor Standards and doesn't know the  
21     Office of Labor Standards is a monitoring entity,  
22     I might venture to guess that the Office of Labor  
23     Standards isn't doing much related to concession  
24     agreements.



1           MR. GALE: We will follow up on that,  
2 Councilman.

3           COUNCILMAN GOODE: Thank you, Madam Chair.

4           COUNCILWOMAN REYNOLDS BROWN: So, the -- we  
5 always ask when. When will we get all of what we  
6 asked for as it relates to this particular issue?

7           And not to put any kind of timeline, we  
8 just like to know when because budget hearings go  
9 to a certain date and then we sort of lose our  
10 opportunity until next year to revisit this issue.

11           Just give us a frame work. In a week?  
12 April 30?

13           MR. GALE: I think we will expedite our  
14 responses to you. Hopefully, you will have the  
15 information within a week, Madam Chair.

16           COUNCILWOMAN REYNOLDS BROWN: Thank you  
17 very much.

18           Councilman, Johnson.

19           COUNCILMAN JOHNSON: Sure. Thank you Mark  
20 and staff to follow up on those questions  
21 regarding essentially workplace conditions and  
22 also the opportunity for people to participate  
23 from a business standpoint in the expansion of the  
24 Airport. I'm going a totally different direction

1 right now.

2 The Northeast Airport, I think it's great  
3 we just spent a lot of the contract to fly drones  
4 out of that particular air space.

5 Give me an idea of that actual project and  
6 the details of it, at least, to the best of your  
7 ability. That's pretty much it. I know that is a  
8 whole different area, but.

9 MR. GALE: I think it may be a whole  
10 different Airport, Councilman. I am not aware of  
11 any unmanned aerial systems that have been -- now,  
12 I think that there was something recently that  
13 said they were going to use Willow Grove --

14 COUNCILMAN JOHNSON: Willow Grove.

15 MR. GALE: -- Naval Air Station, which is  
16 not our jurisdiction to fly those from. The  
17 drones are not actually flying from there. They  
18 are just being controlled as I understand it, from  
19 control rooms there.

20 COUNCILMAN JOHNSON: Controlled from this.  
21 Got you. Okay. A young person asked me about  
22 that. So, I figured while I have you guys there  
23 in terms of Aviation, I will ask that question. I  
24 thank you, Mark.

1 MR. GALE: No problem, Councilman.

2 COUNCILWOMAN REYNOLDS BROWN: Is that all,  
3 Councilman Johnson? Okay then. All right.

4 So, one of the responses to a question  
5 raised by Councilman Jones is -- the airlines are  
6 the landlord, correct?

7 MR. GALE: No. The City is the landlord.

8 COUNCILWOMAN REYNOLDS BROWN: The City is  
9 the landlord.

10 MR. GALE: That's correct. The Airport is  
11 the landlord. The airlines are the tenants.

12 COUNCILWOMAN REYNOLDS BROWN: Are the  
13 tenants. Then explain -- not explain, but tell me  
14 concessionaires like McDonald's, Corner Bakery and  
15 others, what are they in relation to the  
16 relationship you just shared?

17 MR. GALE: The Airport has a development  
18 lease with Marketplace. And then Marketplace is  
19 actually the entity that enters into the  
20 subleases, if you will, for each individual  
21 location at the Airport.

22 COUNCILWOMAN REYNOLDS BROWN: Okay.

23 MR. GALE: We do not have a direct lease  
24 with the entities themselves. Our lease is with

1 Marketplace.

2 COUNCILWOMAN REYNOLDS BROWN: Okay. Then  
3 to follow up on Councilman Goode's question --  
4 first let me ask, what challenge does that present  
5 to the Airport when it comes to holding  
6 subcontractors accountable or -- or in compliance  
7 with the living wage?

8 Because your contract is with the  
9 contractor, correct? I mean your agreement is  
10 with the contractor?

11 MR. GALE: Our agreement is with the  
12 concession developer.

13 COUNCILWOMAN REYNOLDS BROWN: Okay. And  
14 with regards to subcontractors and the living wage  
15 issue covered by Councilman Goode, what challenge  
16 does that present for the Airport?

17 MR. GALE: I think that the existence of  
18 the agreement that we have with Marketplace  
19 predates the recent legislation.

20 COUNCILWOMAN REYNOLDS BROWN: Okay.

21 MR. GALE: So, that language doesn't apply  
22 in there. When a new contract or an amendment is  
23 issued, the language will be included as we said  
24 before.

1 COUNCILWOMAN REYNOLDS BROWN: I see.

2 MR. GALE: It's our expectation that the  
3 Airport will comply with all the laws of City of  
4 Philadelphia and the City Charter and move forward  
5 in that respect.

6 COUNCILWOMAN REYNOLDS BROWN: Very well.

7 Okay then. Councilman Oh.

8 COUNCILMAN OH: Vice Chairwoman. Just to  
9 follow up on the Chairwoman's question and  
10 Councilman Goode's, I will say that I, in  
11 particular, do find it problematic that some of  
12 the jobs the subcontractors at the Airport which  
13 are basically -- they make their wages off of  
14 tips, they don't look like tip-type job. I know a  
15 waiter or waitress gets tips. But a skycap  
16 person, you know, I pull up and there they are.

17 My understanding is that they basically are  
18 subcontractors. And that if they get tips,  
19 they -- that tip makes up the federal minimum  
20 wage. If they don't get tips, the company pays  
21 them the minimum wage. If they do get tips, the  
22 company doesn't. It's just made up from tips.

23 That seems awfully wrong to me. I think  
24 it's illegal and I think it's a violation of the

1 Federal Minimum Wage Law. I am not clear. But I  
2 think in particular, I think we should look at  
3 that in the contract. Not sure how that is  
4 allowed to occur in our Airport, but I will leave  
5 that to, you know, your contract. I just want to  
6 raise it because it was brought up.

7           Could you talk a little bit about Airport  
8 experience for our new Airport? What I mean is  
9 that, I will say, frankly that I won't, given any  
10 choice, fly into JFK. I think it's one of the  
11 worst airports. I would just rather not go there.  
12 And so many flyers these days are choosing  
13 airports in that fashion; the shopping experience,  
14 how customer friendly it is, all those type of  
15 things.

16           One of the things I wonder about is TSA and  
17 the security check posts that we go through. As  
18 you know, other airports are very secure and you  
19 don't have that kind of an experience there.  
20 There is concession. You sit with your family.  
21 You get some food. They go in. It's a really  
22 nice experience.

23           What kind of technology are we going to  
24 bring to the new Airport to allow ease of travel

1 and families being together and all that type of  
2 thing?

3 MR. GALE: Councilman, as you alluded to,  
4 the processing of passengers through security  
5 screening is the responsibility of the Federal  
6 Government under the Transportation Security  
7 Administration. We do work with them in terms of  
8 space to be able to conduct those -- those  
9 services.

10 So, for example, in our Terminal DE Project  
11 which was constructed just a few years ago, that  
12 checkpoint which we work very closely with the TSA  
13 is quite modern. It actually has been considered  
14 a model by the TSA for some other airports to  
15 follow. We constructed it in a way that in  
16 previous days before advanced imaging technology  
17 came through, whole body screening technology came  
18 through, we saw things coming down the road. And  
19 when we constructed it, we did such in a fashion  
20 that if we needed to move all equipment out of the  
21 way and put new equipment in, we didn't have beams  
22 in the way, columns in the way. We had a clear  
23 open floor.

24 Most recently, the TSA has just gone back

1 in and put all new advanced imaging technology at  
2 that checkpoint, but they didn't have to start  
3 poking holes all over our building. We worked  
4 with them on the placement of the equipment and  
5 technology is theirs that they would deploy. It's  
6 not something that the Airport has the say in.

7 Under the Capacity Enhancement Program and  
8 as we move forward, the first under the terms of  
9 the agreement with the airlines for the  
10 \$734 million, the Heart Project on the terminal  
11 side is a recreation of Terminals B and C of not  
12 only the passenger screening process to kind of  
13 mimic, if you will, currently at Terminals D and  
14 E, but also the baggage screening process at the  
15 same time to get the most advanced baggage  
16 screening technology in that area currently used  
17 by U.S. Airways.

18 Our deal with U.S. Airways and the airlines  
19 right now currently gets that project starts with  
20 the first \$200 million to be able to move on that  
21 knowing it's going to take more. We are going to  
22 negotiate the second half of that down the road.  
23 We are going to press not only the airlines but  
24 the TSA to make sure that we have the latest and



1   greatest in technology but also the areas where  
2   passengers are being process through so they don't  
3   feel as if they are just being herded by cattle  
4   or -- or in areas that really aren't designed for  
5   screening of passengers.

6           COUNCILMAN OH: Well, please count on us  
7   for lobbying help with our federal  
8   representatives. Thank you.

9           MR. GALE: Will do.

10          COUNCILWOMAN REYNOLDS BROWN: Do you have  
11   any others, Councilman Oh?

12          COUNCILMAN OH: I do have another question.  
13   Am I last? I will make it quick then.

14          COUNCILWOMAN REYNOLDS BROWN: Actually, I  
15   have a couple after you, but you are welcome to go  
16   ahead.

17          COUNCILMAN OH: Thank you very much.

18          So in addition, you know, I am not -- the  
19   experience that you have had at other airports as  
20   I have had where you are with your family, you can  
21   have lunch and breakfast, you go to the  
22   checkpoint, they go through smoothly without  
23   taking off their belt, their shoes, you know,  
24   because of the technology. It's also the comfort,

1    you know, with the concessions. Some of the  
2    airports, like the airtropolis and what not and  
3    even in some other, they offer a very high end  
4    shopping experience as well as McDonald's and  
5    other things.

6            Could you break down the profits from the  
7    concessions based on the category of the type of  
8    concession for certain flyers and buyers?

9            MR. GALE: I don't know if I have it by  
10   flyers and buyers, Councilman. But we certainly  
11   do track all the sales and, subsequently, the  
12   revenues that come to us from the various types of  
13   operations at the Airport whether it be food and  
14   beverage or retail or news and gift or duty free.  
15   We do track all that as to what portions of our  
16   concession program are doing better than others.

17           I would say that our Airport Concession  
18   Program has been awarded several times in terms of  
19   being one of the best in the country. We pride  
20   ourselves on trying to provide our consumers with  
21   the latest and greatest. So whether you want to  
22   be able to have a sit down meal at a very fine  
23   restaurant with a glass of wine or you want to  
24   grab and go to be able to let's say get a

1 McDonald's or Wendy's or a Burger King or  
2 something along those lines, we offer a full  
3 range.

4 And the same thing on the retail shopping.  
5 We have Brooks Brothers and Johnson and Murphy.  
6 You can buy high end clothes but can also go in  
7 and just buy something out of the news and gift  
8 shops like souvenirs T-shirts and whatnot. It is  
9 a full range. And we do try to hit the needs of  
10 all our passengers there.

11 As we move forward, we are looking at new  
12 concepts on the concession side of the house that  
13 are being tried or actually in use in some  
14 airports like Minneapolis where, particularly the  
15 food program, has now been taken out of just a  
16 restaurant and actually brought into the hold  
17 rooms, the passenger waiting rooms, so you can  
18 actually sit where you are going to board your  
19 airplane and order your food from an I-pad and  
20 they bring it to you. And you can see when your  
21 plane is going to take off. You don't miss it.

22 We are actually looking at those concepts  
23 right now. And we want to be able to incorporate  
24 those concepts in the next deal that we put it out

1 on the street.

2 COUNCILMAN OH: All right. Thank you very  
3 much.

4 COUNCIL PRESIDENT CLARKE: Thank you,  
5 Councilman. Chair recognizes Councilwoman Brown.

6 COUNCILWOMAN REYNOLDS BROWN: Thank you.  
7 In your prepared testimony on page 7 in FY2014,  
8 the Airport has budgeted additional contractual  
9 services appropriations for repair needs, facility  
10 maintenance, expended engineering and  
11 environmental requirements.

12 Please just share with us what is happening  
13 around the environmental requirement. And the  
14 that back text of that is several years ago I met  
15 with your predecessor to hear how the Airport was  
16 doing with regards to the environment and  
17 sustainability, recycling and the like. With that  
18 back text, just update us on where you are now and  
19 what some of the future plans are to strengthen  
20 practices you may already have in place.

21 MR. GALE: Thank you, Councilwoman. I  
22 will -- while I'm calling my colleague  
23 Mr. Davenger up as the head of our Planning and  
24 Environmental Stewardship and who has spearheaded

1 a number of the initiatives for the Airport from  
2 recycling to converting equipment out from fossil  
3 fuels to electric vehicles at the Airport, looking  
4 at green routes, looking at wetland issues and  
5 whatnot. The Airport over the last few years has  
6 garnered several environmental awards from a  
7 variety of different organizations.

8 We are very proud of our environmental  
9 achievements. In large part, it goes to the  
10 efforts of Mr. Davenger who has joined us here at  
11 the table and can speak to our current  
12 initiatives.

13 MR. DAVENGER: Good morning. I'M Calvin  
14 Davenger, Deputy Director for Planning and  
15 Environmental Stewardship. Good morning.

16 COUNCILWOMAN REYNOLDS BROWN: Good morning.

17 MR. DAVENGER: First of all, I just want to  
18 make an announcement that for several years now  
19 the Airport has celebrated Earth Day at the  
20 Airport. And again, we will have that celebration  
21 on April the 22nd, which is a Monday or so away.  
22 Any of you who may be at the Airport or near the  
23 Airport are welcome to come by and celebrate with  
24 us.

1           In the testimony there were several areas  
2 of environments to which -- from resource  
3 management, energy conservation and the like. One  
4 in particular that I want to make mention of is  
5 some years ago, not very long ago, the Airport  
6 built a Cell Phone Waiting Lot.

7           COUNCILWOMAN REYNOLDS BROWN: Built a what?

8           MR. DAVENGER: Cell Phone Waiting Lot. As  
9 part of that Cell Phone Waiting Lot, as part of  
10 that construction, we put in a number of amenities  
11 that were certainly resource conservation and  
12 energy conservation. One was the fact that we put  
13 in a number of, what we call, bio-retention basins  
14 in there.

15           With doing that, we were able to work with  
16 the Water Department and go through a process with  
17 them to get credits for pervious -- for pervious  
18 pavement. So we -- the entire survey of the  
19 Airport of all the pervious and the impervious  
20 payment. A lot of calculations done. The Water  
21 Department will be giving us a credit for  
22 pervious -- it's called a Pervious Area Credit.  
23 That particular entity is some 15,000 square foot.

24           And I mention that because we have a Storm

1 Water Management Program which involves stone  
2 water infiltration. As we move through the CEP  
3 and some other construction programs, we will be  
4 looking at the footprint in that Storm Water  
5 Management Program to identify locations similar  
6 to the Cell Phone Waiting Lot where we can  
7 implement some of these bio-retention areas and  
8 get these credits.

9 In addition to that, PECO has a program.  
10 It's called a Smart Equipment Incentive Program.  
11 It's part of their Act 29 Provision where also in  
12 the Cell Phone Waiting Lot, we put in LED  
13 lighting. We were also able to get a rebate check  
14 of over \$2,000 -- \$2,600 for reduction of energy  
15 or energy savings due to putting in, you know, LED  
16 lighting and some of the other lighting amenities.

17 That is just kind of an example of some of  
18 the things that may be alluded to in the  
19 testimony. And in addition to that, while we  
20 weren't successful -- I won't say we weren't  
21 successful.

22 But one of the other things that we have  
23 been working on for the past three years has been  
24 an energy audit.

1 COUNCILWOMAN REYNOLDS BROWN: Forgive me,  
2 it's what?

3 MR. DAVENGER: And energy audit.

4 COUNCILWOMAN REYNOLDS BROWN: An energy  
5 audit.

6 MR. DAVENGER: Investment grade energy  
7 audit. As a result of that audit, we will be  
8 getting a report. Kind of report card of where we  
9 are losing energy and how we can better improve  
10 with energy conservation at the Airport and  
11 initiatives there that we look forward to moving  
12 forward with in the very near future.

13 COUNCILWOMAN REYNOLDS BROWN: Okay. Well,  
14 thank you for that. And congratulations on the  
15 awards in the area. And yes, I will be at the  
16 April 22 Earth Day ceremony.

17 Councilman Jones in his absence has asked  
18 for many city department heads what are your plans  
19 for, I call it, having a bench. You are losing  
20 someone with institutional knowledge about the  
21 Airport particularly in that specialty area. And  
22 in the context of the DROP Program and what it was  
23 intended to do, what are your plans, Mark Gale,  
24 for ensuring that no step is skipped with the



1 departure of the institutional memory of Calvin?

2 MR. GALE: Not just Calvin, but we know  
3 that Calvin in some respects is irreplaceable.  
4 He's not just a fantastic guy, he's very, very  
5 knowledgeable in what he does in planning and  
6 environmental stewardship. To his credit, he has  
7 taken a lot of time to impart a lot of the  
8 knowledge on the staff that he has raised in that  
9 role over the last ten-plus years.

10 With respect to the overall Airport  
11 environment, about one third of our staff is  
12 retirement eligible.

13 COUNCILWOMAN REYNOLDS BROWN: Is that  
14 right?

15 MR. GALE: But only about 8 percent of --  
16 of that retirement eligible community is actually  
17 enrolled in the DROP Program.

18 COUNCILWOMAN REYNOLDS BROWN: I see.

19 MR. GALE: 24 percent is still going on.  
20 Our management team, our human resources along  
21 with the management team used what we call the  
22 DROP list for those that we know may ultimately  
23 exit either on their four-year anniversary or  
24 before. And start to work to see what's in the

1 pipeline? Is there a list for that position.

2 COUNCILWOMAN REYNOLDS BROWN: I see.

3 MR. GALE: Who might be a candidate that we  
4 can begin to start to mentor to grow into that  
5 position if necessary. And if there's not, what  
6 we might be able to do to recruit. Somebody may  
7 come in and actually fill those needs.

8 It's a very active process --

9 COUNCILWOMAN REYNOLDS BROWN: Sure.

10 MR. GALE: -- on our part.

11 COUNCILWOMAN REYNOLDS BROWN: Sure.

12 MR. GALE: And we will have to take a look  
13 and not only look at Calvin's managers but how  
14 best to go forward when Mr. Davenger decides to  
15 enjoy more sunshine.

16 COUNCILWOMAN REYNOLDS BROWN: Councilman  
17 Jones is one of a number of members who are simply  
18 paying attention to how that transition is  
19 happening across departments.

20 My final comment and question is, there are  
21 many of us also who pay attention to department  
22 heads that have women and people of color in  
23 positions of leadership and responsibility. And  
24 so know that I appreciate seeing what I see when

1 it comes to the professionals there at the  
2 Airport.

3 MR. GALE: Thank you, Councilwoman.

4 COUNCILWOMAN REYNOLDS BROWN: Lastly, you  
5 spoke to the hospitality effort that is pending  
6 with the Airport.

7 Close out for me what -- what is on line or  
8 on tap for continuing the art experience that  
9 people have at the Airport coupled with their  
10 travel experience.

11 MR. GALE: The Arts and Exhibition Program  
12 at the Airport is probably about 14 years old.  
13 It's been spearheaded and managed by our  
14 Exhibition Director Leah Douglas, who we believe  
15 is just phenomenal. She's been able to build a  
16 reputation for Philadelphia Airport in terms of  
17 our Arts and Exhibition Program that we believe is  
18 second to none in the country.

19 So we not only have a combination of  
20 permanently installed artwork that Leah engages,  
21 the Art Commission on when we do projects and  
22 there is a percent for art piece that goes into  
23 it, she's also in charge of not only attracting  
24 the artists and working with the artists for all

1 the rotating exhibitions or temporary exhibitions  
2 that we have all throughout the facility. Each  
3 year, Leah not only looks ahead as to what might  
4 be coming up and actually produces brochures that  
5 we have all around the Airport, it's online. It's  
6 on our web site. If somebody is flying through,  
7 they become an art lover at Philadelphia Airport,  
8 they have the opportunity to go and maybe see a  
9 piece of new artwork.

10 As we are doing projects, Leah is engaging  
11 to say even if it's not a permanent piece of  
12 artwork, is there going to be room there for me to  
13 install yet another rotating exhibition there.

14 COUNCILWOMAN REYNOLDS BROWN: Okay.

15 MR. GALE: She's very actively involved in  
16 that.

17 COUNCILWOMAN REYNOLDS BROWN: It's a  
18 standout. It certainly is starting with that  
19 wonderful mural that we experience on our way in.  
20 Thank you for your testimony.

21 Mr. President, you should know that  
22 Councilman Jones and others would like the Airport  
23 to be called back during the call back period.

24 COUNCIL PRESIDENT CLARKE: Certainly. We

1 will take care of that for you.

2 Councilman Goode.

3 COUNCILMAN GOODE: Thank you,  
4 Mr. President.

5 Lastly, Mr. Gale, in your dealings with the  
6 Office of Labor Standards, was is related to  
7 construction jobs?

8 MR. GALE: My dealings with the Office of  
9 Labor Standards in the past has always been with  
10 respect to reports that we submit on wages as it  
11 relates to construction jobs at the Airport, yes.

12 COUNCILMAN GOODE: Don't service employees  
13 deserve the same type of wage protection as  
14 construction workers? Should it be different  
15 classes of workers?

16 MR. GALE: Again, Councilman, I think when  
17 we are working with the Office of Labor Standards,  
18 it has to do with the direct contractual  
19 relationship that the Airport has with whoever is  
20 performing the work. In this case here, I believe  
21 we are somewhat removed one step because we do not  
22 have the direct contractual relationship with,  
23 many or all of those concession operators that you  
24 are referencing.

1 COUNCILMAN GOODE: You have a direct  
2 contractual relationship with some entity within  
3 that contract, you can set whatever standards that  
4 you want. And if you protect construction  
5 workers, there is no reason why you can't protect  
6 service workers, as well.

7 MR. GALE: I think that we need to go back  
8 and see what our contract spells out, Councilman.  
9 I promise to do that and see what's in there in  
10 terms of contract compliance as it speaks to their  
11 relationship with the workers in each one of the  
12 concessions.

13 COUNCILMAN GOODE: Thank you, Mr Gale.  
14 Thank you, Mr. President.

15 COUNCIL PRESIDENT CLARKE: Thank you  
16 Councilman.

17 Thank you for your testimony. We will  
18 notify you on your call back.

19 MR. GALE: Thank you, Council President.

20 COUNCIL PRESIDENT CLARKE: Thank you. Next  
21 up we will have Water.

22 We are actually going to take a short break  
23 for the stenographer. Please don't go anywhere.

24 - - -

1 (Brief break taken while Water Department  
2 approaches Witness Table.)

3 - - -

4 COUNCIL PRESIDENT CLARKE: Good afternoon,  
5 Commissioner. We are going to reconvene. We have  
6 Water Department up now.

7 Good morning, Commissioner.

8 COMMISSIONER NEUKRUG: Good morning or good  
9 afternoon.

10 COUNCIL PRESIDENT CLARKE: Good afternoon.  
11 Sorry.

12 COMMISSIONER NEUKRUG: Good afternoon,  
13 President Clarke and Members of City Council. My  
14 name is Howard Neukrug, Water Commissioner. Here  
15 to testify on behalf of the Water Department's  
16 proposed 2014 Operating Budget. Joining me today  
17 are Deputy Commissioners Debra McCarty on my  
18 right, Operations; and Joseph Clare from Finance.

19 My written testimony has been submitted for  
20 the record, and I will provide just brief remarks.

21 COUNCIL PRESIDENT CLARKE: Thank you.

22 COMMISSIONER NEUKRUG: I would like to  
23 begin however by acknowledging the PWD family of  
24 nearly 1,900 dedicated public servants,

1 professionals with water main repair, heavy  
2 equipment operation, pump maintenance, leak  
3 detection, treatment plan operation, engineering,  
4 science and finance and much more. They really  
5 define our utility and are the reason the water  
6 keeps flowing where and when it should. And is  
7 shut off where it doesn't, shouldn't.

8 Philadelphia could make do with a lot of  
9 things, but water is not one of them. Keeping our  
10 water infrastructure is intact is vital to the  
11 future of the quality of life here in  
12 Philadelphia. It's a matter we take very  
13 seriously. My time as Commissioner has given me  
14 no greater honor than to witness the professionals  
15 and positive attitude and hard work of the  
16 Philadelphia Water Department workforce.

17 As our pipes age and our facility age, they  
18 do not grow stronger. Not only do the cost for  
19 replacements rise but the cost to operate and  
20 maintain this older system also increase.  
21 Therefore, we continue to plan our future and  
22 invest in our water infrastructure. We have  
23 developed a strategic business and financial plans  
24 and our developing a 25 year, \$10 billion capital



1 investment program to proactively tackle both the  
2 immediate and long term projects that will ensure  
3 the stability and efficiency of our City's waste  
4 water, storm water and drinking water systems for  
5 generations to come.

6 Our proposed Water Fund Operating Budget of  
7 \$700.2 million includes not only the operating  
8 budget of the Water Department, but other  
9 significant costs including debt service, employee  
10 fringe benefits, the operating budgets of the  
11 Water Revenue Bureau and the Office of Innovation  
12 Technology as well as other central agency support  
13 services.

14 Our Class 100 request of \$93.9 million is  
15 \$5.9 million over last year's estimated  
16 obligations due primarily to successfully  
17 decreasing our vacancy rates and the addition of  
18 critical new positions.

19 In the Class 200 budget request of  
20 \$136.2 million is \$9.1 million over current year  
21 estimated obligations primarily due to the ramping  
22 up of our Consent Order and Storm Flood Relief  
23 Planning, Cogen and Synagro operations coming  
24 online and various programs to manage succession

1 planning, organizational development for  
2 performance evaluations.

3 Our Class 300 and 400 budget request is  
4 \$4 million above Fiscal Year '13 estimated  
5 obligations due primarily to increases in chemical  
6 costs, engineering demands, building materials,  
7 machinery and equipment to operate and maintain  
8 water treatment and waste water treatment  
9 facilities.

10 Last year our contractor participation rate  
11 stood at 21 percent. I am looking forward to  
12 working with our new OEO Coordinator Janir  
13 Barosa[phonetic], who is sitting here behind me,  
14 to continuously improve our performance.

15 As such, I am confident to maintain the PWD  
16 goal of 2014 of 25 percent. We have over 100  
17 economic opportunity plans in place, four active  
18 oversight committees, three project labor  
19 agreements and our first project labor agreement,  
20 a \$47 million project for construction of major  
21 sewage facility and recreation center on Venice  
22 Island in Manayunk is achieving over 30 percent  
23 DBE participation in public works and construction  
24 workforce inclusion numbers of over 50 percent

1 local, 32 percent minority and 5 percent female  
2 journey persons and apprentices.

3 An oversight committee meets monthly with  
4 unions, contractors, community and city officials  
5 to assure the aggressive EOP goals are met. We  
6 are committed to supporting the EOP and using  
7 oversight committees and PLAs where appropriate.  
8 In house, the Water Department is nearly 1,900  
9 employees; 56 percent minority and 19 percent  
10 women. Among management, 18 percent of our  
11 leaders are minority and 31 percent are women.  
12 Our executive team has 23 percent minority and  
13 46 percent women.

14 Please know that our goal number one for  
15 strategic plan is to increase the strength and  
16 diversity of our staff through succession  
17 planning, knowledge management, organizational  
18 realignment, expanded recruitment and hiring and  
19 comprehensive training and education and career  
20 counseling so that our employees have the  
21 opportunity to promote withing the within the  
22 utility.

23 I'd like to thank Council for the  
24 opportunity to speak today. And I am here to

1 answer any questions you have.

2 COUNCIL PRESIDENT CLARKE: Thank you,  
3 Commissioner. Couple of questions.

4 Commissioner, you -- page 2 of your  
5 testimony, you talk about the reduction in water  
6 main breaks, although it doesn't seem like it. I  
7 am assuming that is based on, you know, the  
8 sensationalism associated with the reporting. You  
9 know, you got the impression that every time you  
10 turned around, it was a giant water main break. I  
11 know how the press is.

12 COMMISSIONER NEUKRUG: It was a very tough  
13 summer.

14 COUNCIL PRESIDENT CLARKE: Yeah. Yeah.  
15 Can you talk to me about what we can do in terms  
16 of reductions proactively as opposed to simply  
17 responding to a significant break in how we can --  
18 I am assuming that it also increase the costs of  
19 our operations if we continue to have those  
20 breaks.

21 Just briefly talk to me about that.

22 COMMISSIONER NEUKRUG: Sure. Water main  
23 breaks is not something that is uncommon outside  
24 the City of Philadelphia. As a matter of fact,

1     there is a water main break every two minutes in  
2     the United States. Every two minutes in the  
3     United States there is a water main break. It is  
4     a problem that is seen in every city in every part  
5     of the U.S. and across the world. The average  
6     number of water main breaks nationally for a large  
7     city is about 270 per every 1,000 miles of pipe.

8             COUNCIL PRESIDENT CLARKE: Wow.

9             COMMISSIONER NEUKRUG: Our number is closer  
10    to 230. We are below the national average. I say  
11    that and I know that doesn't mean a thing when you  
12    have a drastic water main break in front of your  
13    house or -- preventing you from getting to work or  
14    to school. But we have had successfully over the  
15    last 30 years put together a program that helps us  
16    predict which water mains to replace and which not  
17    to replace.

18            We are -- we are today working on a new  
19    model that further refines this prediction so it  
20    really helps us understand where we can replace  
21    pipes and do it most economically. Needless to  
22    say, if we go down a block and replace an 1880  
23    water pipe and we pull that pipe out and that pipe  
24    is in excellent condition, we have just spent a

1 million dollars that we didn't need to spend.  
2 However, understanding where those pipes are and  
3 what their condition is and going in and replacing  
4 the correct pipes is critical to our business.

5 So, we are looking at spending more money  
6 in monitoring. We are spending more money in  
7 renewal and replacement of pipes. And we are  
8 spending more money on planning and figuring out  
9 where the right pipes are that should be replaced.

10 COUNCIL PRESIDENT CLARKE: All right.

11 With respect to that, I understand that the  
12 City has a -- some -- I don't know the term that  
13 is used. But essentially, if you are going to  
14 trench a street, you notify the other departments  
15 and you do the work concurrent.

16 In terms of who decides where because you  
17 are now saying that you in a proactive approach to  
18 replacing pipes that are more likely to break or  
19 definitely need replacement, does that take  
20 priority over the other departments that may want  
21 to pave a street or the other department PGW that  
22 might want to lay its lines.

23 How does that work?

24 COMMISSIONER NEUKRUG: Right. There is a

1 lot of demand. Of course, it's not just  
2 Philadelphia Water Department pipes that are  
3 breaking. It's also potholes and streets that  
4 need to be replaced and gas lines that need to be  
5 replaced. PECO has a lot of their systems  
6 underground.

7 We do a coordinated effort that is handle  
8 by the Streets Department as the primary agency  
9 where we all provide Streets Department with our  
10 plan for water and sewer replacement, PGW and  
11 streets work. And it is a good system. Is it  
12 perfect? No.

13 There is always going to be times no matter  
14 how perfect we get where there will be emergencies  
15 or different sets of priorities for different  
16 utilities where it may seem to the public like we  
17 are duplicating efforts. Of course, we try our  
18 best not to. We are going to continue to work in  
19 that area to improve -- continue to improve the  
20 coordination of the --

21 COUNCIL PRESIDENT CLARKE: So, Streets  
22 Department receives all the information in terms  
23 of what all the departments would like to do. And  
24 then they make an -- they do an analysis and make

1 a determination where there can be a coordinated  
2 effort with both departments.

3 COMMISSIONER NEUKRUG: Yeah.

4 COUNCIL PRESIDENT CLARKE: Okay. Page 6,  
5 you talk about City's recent Consent order with  
6 the State and Administrative Order with the EPA  
7 requiring commitment over 2.2 billion during the  
8 next 25 years to "Green" Philadelphia while  
9 reducing the flow of storm water and pollutants to  
10 our waterways. My assumption is that has to do  
11 with this recent requirement for aggressive storm  
12 water management plans both commercial and  
13 residential.

14 When you talk about an agreement, because  
15 there was -- you know, you sat here for a number  
16 of hearings. There were a lot of concerns about  
17 the requirements. And particularly, from an  
18 industry perspective people basically say this is  
19 going to cost me a whole lot more to do business  
20 in the City of Philadelphia. Was it -- and then  
21 some people thought that the City proactively  
22 decided that we wanted to meet the highest  
23 standards.

24 What is the deal on that? Did we



1 voluntarily go after the higher standard, or were  
2 we forced by the EPA to go, thereby having a more  
3 costly strategy as it relates to dealing with  
4 storm water management?

5 COMMISSIONER NEUKRUG: Councilman, it's  
6 among my favorite subjects.

7 COUNCIL PRESIDENT CLARKE: I just knew it  
8 was. I can't let you out here without allowing  
9 you an opportunity to talk about that.

10 COMMISSIONER NEUKRUG: We have the Clean  
11 Water Act requires that all the rivers and streams  
12 in Philadelphia and throughout the United States  
13 are fishable and swimmable. We have done a really  
14 great job at rebuilding three waste water  
15 treatment plants with considerable amount of  
16 federal funding support up to 60, 75 percent  
17 support of a billion-dollar program back in the  
18 1980s when a billion dollars was really a billion  
19 dollars.

20 COUNCIL PRESIDENT CLARKE: Right.

21 COMMISSIONER NEUKRUG: Today there is this  
22 remaining contaminant, remaining pollution that  
23 EPA has been working under using consent decrees  
24 and other techniques to enforce that there won't

1 be any overflows of sewage and rain water whenever  
2 it rains.

3 Today in Philadelphia, every time it rains  
4 sewage and water, rain water, overflow at 164  
5 different points in the City of Philadelphia. It  
6 happens 60-plus times a year. EPA says we can't  
7 do that anymore. The NRDC says we can't do that  
8 anymore. And the Commissioner of Philadelphia  
9 Water Department says we can't do that anymore.

10 The question is, is how do you stop it?  
11 And the way -- it really, there are two  
12 techniques. The technique that's been used  
13 throughout the country for the last 20 years has  
14 been building bigger capacity. You have a sewer  
15 that is not big enough and it's overflowing. You  
16 add capacity to that sewer.

17 The other way you can do it is you can  
18 reduce the demand on the existing capacity. That  
19 has never been tried before except here in  
20 Philadelphia. Now it's being tried throughout the  
21 country. We are being followed by New York City,  
22 Washington, DC, Chicago, London. Other cities are  
23 looking at following our lead there.

24 The idea is that in order to prevent the

1 overflow, we have a tunnel, a tank that requires  
2 the cost of about \$10 billion. And I don't have  
3 \$10 billion. And that money would all be spent  
4 underground in a tunnel that would run pretty much  
5 from far Northeast down to the Airport up the  
6 Schuylkill River to the Fairmount dam with a  
7 couple of spurs going up Cobbs Creek and another  
8 one going up Tacony Creek. That is a \$10 billion  
9 program that we could not afford to do as a city  
10 or a water utility.

11 This alternative method is still costly, \$2  
12 billion. The \$2 billion is the inflated number.  
13 It's over 25 years. It's a \$1.2 billion program  
14 in 2013 dollars. And that is to, again, not to  
15 build this massive new infrastructure; but to,  
16 one, reduce the amount of demand, how much rain  
17 water gets into our sewer; and number two, it's to  
18 protect existing incredible infrastructure we have  
19 in place already as part of our main system for --  
20 we have 310 -- 3,600 miles of sewer pipe in the  
21 City of Philadelphia.

22 COUNCIL PRESIDENT CLARKE: Right.

23 COMMISSIONER NEUKRUG: That is something  
24 that is really fantastic that was left to us.

1 It's our job to operate and maintain that and have  
2 that serve us as well as possible. The idea of  
3 spending another 10 billion to add to it is just  
4 something that we couldn't do. We worked really  
5 hard with EPA and the state, NRDC, Sierra Club,  
6 Clean Water Action and a number of other groups to  
7 get their approval to do this less costly, more  
8 sustainable solution for Philadelphia.

9 COUNCIL PRESIDENT CLARKE: So, okay. That  
10 was my next question. I am going to ask the  
11 question on behalf of the rate payer.

12 Is there -- one, is there a less costly way  
13 of doing this to the rate payer as opposed to  
14 establishing a trend to become the greenest city  
15 in the country or in the world?

16 I mean, because the rate payer -- people  
17 are people. All they care about is why do I have  
18 to pay more money to set a trend? Or why do I  
19 have to pay more money to say we are the greenest  
20 city? At the end of the day, it's costing me more  
21 as a resident and it's costing me more as a  
22 business.

23 So the question is -- as it relates to  
24 priorities. Is the priority to have the least

1     costly opportunity to deal with our overage of  
2     storm water? Or are we looking at a more trendy  
3     status/strategy?

4             COMMISSIONER NEUKRUG: I think we are  
5     fortunate.

6             First of all, there is something that is  
7     cheaper than Green City's Clean Waters, that is no  
8     action. And as a decision being made by EPA and  
9     the environmental organizations and the city, that  
10    no action is not acceptable. But, yes, that would  
11    be --

12            COUNCIL PRESIDENT CLARKE: What I am saying  
13    I guess my point is, who is making the call? Is  
14    it EPA or is it the City or is it someone in  
15    between?

16            COMMISSIONER NEUKRUG: Right.

17            COUNCIL PRESIDENT CLARKE: I am telling you  
18    because, you know, we have a lot of rate payers.  
19    They don't, frankly, speak and know the  
20    Commissioner of Water unless they come in here and  
21    happen to see you somewhere. But they know every  
22    member of this body. Every time we go out,  
23    although the latest is AVI, they always talk about  
24    what's this on my bill. They said, you are always

1 sticking your hands in our pockets.

2 My question is, are we forced to take this  
3 strategy that in most people's mind believe is the  
4 most costly way or more costly way of dealing with  
5 overage? And can we establish the minimum  
6 requirements to, one, get to some level of dealing  
7 with the problem; but two, create a more favorable  
8 environment for the rate payer?

9 COMMISSIONER NEUKRUG: It is my firm belief  
10 that this is the least costly way of approaching  
11 this problem of sewage going into our rivers and  
12 streams. Again, there are others -- you could as  
13 a city decide not to follow EPA's lead which has  
14 left -- has brought cities into lawsuits costing  
15 billions -- many, many more billions of dollars in  
16 tunnel cost and final solutions that way.

17 COUNCIL PRESIDENT CLARKE: They have lost  
18 those lawsuits or they still pending?

19 COMMISSIONER NEUKRUG: Almost every city in  
20 the United States is under a Consent Decree to  
21 build tunnels for significantly more money  
22 depending on the size of the utility than the City  
23 of Philadelphia.

24 COUNCIL PRESIDENT CLARKE: Okay.

1           COMMISSIONER NEUKRUG: City of Philadelphia  
2 has one of the least costly solutions in place on,  
3 you know, looking at the CSO world and CSO  
4 program. We are now being followed by New York  
5 City and Washington, DC and City of Baltimore all  
6 looking to see if they can get a similar kind of  
7 deal from EPA.

8           COUNCIL PRESIDENT CLARKE: Okay. All  
9 right. One last question.

10           What limitations does the Water Department  
11 have in terms of expenditures as it relates to  
12 development opportunities? I will tell you why.

13           I can't remember if you were the  
14 commissioner than. There was a development that  
15 we were doing up on Germantown Avenue. I think it  
16 was the 2800 block of Germantown. Philadelphia  
17 Housing Authority was developing entire square  
18 block. It was actually under last administration,  
19 so I guess you weren't in this particular  
20 administration now that I think about it.

21           There was a strategy that was put on the  
22 table that would lessen the construction cost by  
23 virtue of allowing the Water Department to  
24 participate in water-related activity for the

1 construction phase. And everybody thought that  
2 was a good idea. But I think, ultimately, it was  
3 back and forth between the developer which was the  
4 housing Authority and Water Department. And  
5 Housing Authority eventually said you know what,  
6 we will go back to HUD and find more money and  
7 they lessen the number of units.

8 Does the Water Department -- I know you are  
9 doing a lot of things that aren't "traditional"  
10 Water Department related like laying pipes and  
11 making sure we get clean water. You are  
12 supported. I appreciate supporter of parks and  
13 some of the other things.

14 Is there a way for the Water Department to  
15 participate to lessen the cost of construction for  
16 development projects and still stay within the  
17 guidelines of water related activity?

18 COMMISSIONER NEUKRUG: You have to, of  
19 course, be aware that we, of course, are under the  
20 same pressure as City Council in terms of  
21 maintaining and keeping rates as low as possible.

22 COUNCIL PRESIDENT CLARKE: Correct.

23 COMMISSIONER NEUKRUG: In making sure --  
24 what we do is we look at every project. We say is



1     this within our core mission? Is this part of  
2     what our rate payers are paying water bills for?

3             That being said, we are beginning to form a  
4     business-first organization within Philadelphia  
5     Water to better accommodate business needs.  
6     Whether that be new development and how do you  
7     work with a developer on identifying how a project  
8     can be done water efficiently. Or working with  
9     the developers to understand where there are  
10    opportunities for joint funding, leveraging of  
11    water money and development money and other  
12    private monies public and nonprofit in order to  
13    make sure projects move forward.

14            We are also looking at projects where we  
15    can help existing landowners who are being hit by  
16    our storm water fee system to find grants and  
17    other programs to help them pay less and get a  
18    credit in their storm water system.

19            It's a long way of answering, saying that  
20    this is a business-friendly utility. We have been  
21    and we will only be growing stronger in that  
22    direction. Of course, my basic fiduciary  
23    responsibility is the water rate payer of the City  
24    of Philadelphia. I need to balance those two

1     thing.  Given that world, where there a vacant lot  
2     does not buy a lot of waste water or drinking  
3     water from us.

4             COUNCIL PRESIDENT CLARKE:  Right.  You know  
5     my follow-up question from prior conversations.

6             COMMISSIONER NEUKRUG:  We are looking for  
7     new business, new customers.  And as the City of  
8     Philadelphia grows and becomes more sustainable  
9     and has more businesses and more people living and  
10    working here who can afford to pay a water and  
11    sewer bill --

12            COUNCIL PRESIDENT CLARKE:  Then we can  
13    reduce the water rate.

14            COMMISSIONER NEUKRUG:  The better the water  
15    utility will be.

16            COUNCIL PRESIDENT CLARKE:  Is there -- this  
17    is the last part of this question.

18            What is the level of coordination between  
19    the Water Department and the -- I know we have a  
20    number of them -- the arm of government that has  
21    some level of responsibility who deals with  
22    developers?  I am particularly talking about large  
23    scale developments where --

24            COMMISSIONER NEUKRUG:  Right.

1           COUNCIL PRESIDENT CLARKE:  -- the Water  
2 Department can play a role.  Is there -- who does  
3 what?

4           COMMISSIONER NEUKRUG:  The most interesting  
5 thing that has occurred of the negative piece  
6 which is that we now require storm water  
7 management systems in every development over  
8 15,000 square feet in the City.  The positive side  
9 of that is the Water Department is one of the  
10 first utilities, one of the first folks to  
11 actually see these plans and to meet with the  
12 developers.  So, we have a very open front door  
13 for developers to come in and talk to us about  
14 their projects even before they -- those projects  
15 are designed or fully implemented.

16           In addition to that, obviously, we are  
17 working with City Planning Commission and Commerce  
18 Department and anyone else who a certain project  
19 would bring forward.

20           COUNCIL PRESIDENT CLARKE:  Okay.  If you  
21 can, can you kind of coordinate -- I don't know  
22 who sits on that team.  I know there is the  
23 executive branch.  And Council, we are over here.  
24 It would be helpful if you can in some way, shape

1 or form coordinate some of the activities as  
2 relates to strategies not necessarily individual  
3 projects with the Chair of Committee of Utilities  
4 Councilman Johnson. Because I know he's been very  
5 aggressive.

6 COMMISSIONER NEUKRUG: Be very happy to.

7 COUNCIL PRESIDENT CLARKE: Just keep us  
8 abreast of it. With the guidelines associated  
9 with what is eligible and things like that.

10 COMMISSIONER NEUKRUG: Very good.

11 COUNCIL PRESIDENT CLARKE: Thank you,  
12 Commissioner, so much.

13 Chair recognizes Councilman Oh.

14 COUNCILMAN OH: Thank you, Mr. President.

15 First question is, how do you measure how  
16 much water the Fire Department uses on an annual  
17 basis?

18 COMMISSIONER NEUKRUG: Joe, you want to --

19 MR. CLARE: Well, there are -- there are  
20 statistics in the industry for fire flow. And  
21 the -- our flow unit up at 29th Street, you know,  
22 they're aware of when there are major fires and  
23 that -- that sort of thing. So, they do make a  
24 reasonable estimate as to, you know, what happened

1 in fire events. And actually, for hydrant testing  
2 and flushing and stuff, those operations are not  
3 charged to the general fund. It's only for fire  
4 fighting that the City is charged for general  
5 fund.

6 COUNCILMAN OH: Firefighting using  
7 hydrants?

8 MR. CLARE: Correct. Public hydrants.

9 COUNCILMAN OH: Public hydrants, right.  
10 It's kind of a guesstimate because the water that  
11 comes out of a hydrant could be for fighting a  
12 fire, could be for a hot day in the summer, could  
13 be a break, a leak. It's a kind of a statistical  
14 estimate.

15 Is that what you're saying?

16 COMMISSIONER NEUKRUG: It's more than a  
17 statistical estimate. It's years and years of  
18 engineers working together, sometimes negotiating,  
19 sometimes disagreeing on the amount of water that  
20 is used for different purposes.

21 But at the end of the day, the water is  
22 measured by water meters. And those are our cash  
23 register. And where water goes through an area  
24 that doesn't go through a water meter, then

1 estimates have to be made. It becomes a very  
2 important calculation for us and for the consumer  
3 to make sure those are accurate numbers.

4 COUNCILMAN OH: Okay. So for FY14, the  
5 amount is \$7,567,429 -- I'm sorry, 7.5 million,  
6 which is an increase of \$87,000 from the prior  
7 year. You are projecting that there will be more  
8 water used or the water will be more costly in the  
9 use of fighting fires.

10 COMMISSIONER NEUKRUG: It's probably a  
11 change in the rates.

12 MR. CLARE: Actually, very, very high  
13 percentage of what is in that charge relates to  
14 the operation and maintenance and financing of the  
15 system. The majority of that 87,000 would be debt  
16 service on the portion of water main replacements  
17 that serve to provide the fire flow.

18 COUNCILMAN OH: Okay.

19 MR. CLARE: An infinitesimal amount of the  
20 charge and the fire charges for actual consumption  
21 of water.

22 COUNCILMAN OH: Okay. Could you send to  
23 the Council President just a breakdown of how  
24 those numbers work so I can examine it?

1 COMMISSIONER NEUKRUG: Be very happy to.

2 COUNCILMAN OH: Thank you very much.

3 Next question is, in this storm water sewer  
4 issue, could you tell me has there been any  
5 studies of blockage due to leaves and trash and  
6 other things flowing into the sewers?

7 COMMISSIONER NEUKRUG: We deal with that on  
8 a daily basis. And I will ask Debbie McCarty,  
9 head of Operations, to answer that question for  
10 you.

11 MS. MCCARTY: Debra McCarty, Deputy  
12 Commissioner of Operations.

13 Councilman, the -- our inlets are trapped.  
14 So, when leaves and debris end up -- you know, do  
15 get to the inlet, we have crews that come around  
16 and clean the inlets on a daily basis. We also  
17 have a crew at night that does it so that -- more  
18 difficult to access areas, as well. But the goal  
19 is to keep that material from getting into the  
20 sewer.

21 COUNCILMAN OH: The way our sewers are  
22 designed, I mean those big iron inlets you call  
23 it, the water comes rushing down, all the trash  
24 and the leaves. It goes all down in there,

1 sometimes gets stuck. Is there accumulation of  
2 trash and leaves and debris that causes the  
3 blockage that we are trying to deal with?

4 MS. MCCARTY: Not really. Because that's  
5 a -- what I am calling an inlet -- I am sorry. I  
6 should clarify. What I am calling the sewer is  
7 really the pipe that conveys the water to our  
8 waste water treatment plan or if it's a separate  
9 system, the storm water to the waterway.

10 The inlet or what you are referring to as a  
11 sewer, basically the water and the debris will get  
12 into the basin and it's trapped to keep the trash  
13 from getting into the pipes.

14 COUNCILMAN OH: Okay.

15 MS. MCCARTY: That trash on a routine basis  
16 we come with our, we call it, a combo truck.  
17 Looks like a big truck with a crane on it. It's a  
18 little unwieldy. It digs down, picks the debris  
19 up and then we take that to the landfill. That  
20 debris is removed on a routine basis.

21 We have 79,000 inlets throughout the City.  
22 Our goal is to clean every one of them once a  
23 year. We do some in areas where we know there is  
24 low lying where there are problem inlets. We



1 clean them more frequently. We have a list of hot  
2 spots, if you will.

3 COUNCILMAN OH: Okay. I will have a  
4 offline conversation with you about that. I just  
5 will just say that I have seen other sewer system  
6 storm water runoff designs in other parts of the  
7 world. And, you know, at least in certain cities  
8 they have put some synthetic man-made materials  
9 over the grates that have very small holes that do  
10 not rust and prevent the iron from rusting. And  
11 they don't except this material.

12 But if you have a trap in there, it would  
13 be kind of interesting to me. I would like to  
14 also look at the cost of cleaning it. I wonder  
15 about the cost and some of the other things.

16 Thank you very much.

17 MS. MCCARTY: I can say that the -- our  
18 inlets being trapped has helped us out a lot  
19 especially with our separate sewer areas. Because  
20 now that debris is not going to the waterways.  
21 That has been key for us with our regulators.

22 COUNCILMAN OH: Okay.

23 MS. MCCARTY: It's viewed as a positive.  
24 Not all communities, so to speak, trap their

1 inlets. I will be happy to discuss it.

2 COUNCILMAN OH: Thank you.

3 COUNCIL PRESIDENT CLARKE: Thank you.

4 That concerns me. Across the street from  
5 my house on both of the sewers they have this  
6 mesh, this black mesh that is under the sewer in  
7 the grate. So if you're telling me that you  
8 didn't put it there, I'm a little concerned. I  
9 assume it was for the purposes that the Councilman  
10 was just referencing to catch the debris. I have  
11 seen it in other locations.

12 COMMISSIONER NEUKRUG: Typically, what we  
13 are talking about is erosion sediment control.  
14 Where there is a construction site where there is  
15 the potential for silts to get into our system and  
16 contractors are required not just in  
17 Philadelphia --

18 COUNCIL PRESIDENT CLARKE: Okay. Because  
19 there is construction around me.

20 COMMISSIONER NEUKRUG: -- to manage that.

21 COUNCIL PRESIDENT CLARKE: Okay. I saw --  
22 figured it was a way of catching leaves. Cool.  
23 Thank you.

24 Chair recognizes Councilman Johnson.

1           COUNCILMAN JOHNSON: Thank you,  
2     Mr. President.

3           Howard, I just want to commend you for your  
4     leadership in leading your staff, the Philadelphia  
5     Water Department and the various awards you have  
6     been receiving in making sure Philadelphia stays  
7     on the map in terms of our work whether it's the  
8     Green Ridge Program but also overall our  
9     operations as an actual Water Department.

10          I want to commend you on that as well as  
11     the speedy -- speedy clean up and addressing of  
12     the water main break at 21st and Bainbridge  
13     Street. Obviously, the community have been  
14     calling me to do additional follow up in terms of  
15     the claims and so forth. And so, I don't want to  
16     catch you off guard, because I could just get this  
17     information from you offline. But I will call you  
18     just to get an update on where the claim process  
19     is. You can comment on it now if you would like.

20          Also, to the Eastwick. We continue to work  
21     with the people in Eastwick regarding the flooding  
22     that is taking place out there. I was informed  
23     you guys were going to have a conversation  
24     regarding a berm. I'm also working with U.S.

1 Senator Casey's office regarding another Council  
2 called the AquaFence. Some municipalities  
3 actually purchase a flood fence. Those flood  
4 zones, that fence will be put up when the actual  
5 storm -- actual storm is coming. Once the storm  
6 goes away, the fence is taken back and it will be  
7 property that is owned by the actual city. That  
8 is something we are looking at in partnership with  
9 Casey's office that will be interesting concept to  
10 take a look at. It's only preliminary  
11 conversations, but I will follow up with you what  
12 AquaFence has a website. We are looking at  
13 innovative ways to protect the people out at  
14 Eastwick.

15 If you can give us an update regarding  
16 Eastwick, the claims component as it relates to  
17 21st and Bainbridge Street. I introduced a  
18 resolution to do hearings regarding -- I think I  
19 walked in when individuals were talking about  
20 this, our infrastructure in terms of water main  
21 break. Obviously, now the weather is changed. We  
22 haven't really seen any. I know over maybe a two  
23 to three-week period, there was like Walnut  
24 Street, Bainbridge Street, a couple little small

1 ones up in the Northeast or Northwest  
2 Philadelphia. Just give me an idea how you go  
3 about doing the analysis of what needs to be fixed  
4 from the infrastructure side in terms of the  
5 pipes.

6 I will wrap up on this one last one. Also,  
7 I want to thank you for your innovative  
8 partnerships when it comes to working with our  
9 recreation departments. We have several  
10 playgrounds in the Second Councilmatic District  
11 that we will be working in partnership with the  
12 Water Department in terms of funding and  
13 partnership for storm water management and our  
14 various recreational facilities, specifically the  
15 park component.

16 I just want to thank you for that approach,  
17 as well.

18 COMMISSIONER NEUKRUG: Thank you for those  
19 very kind words. You and I got to know each other  
20 a little bit maybe too well during the 21st and  
21 Bainbridge events. That was a largest catastrophe  
22 that I had ever been since I've been Water  
23 Commissioner.

24 COUNCILMAN JOHNSON: Thank your staff, too.

1           COMMISSIONER NEUKRUG: And Debbie and her  
2 team and the operations group really showed me  
3 what the city worker, what the civil service  
4 person can do and their dedication to their job.  
5 It meant a lot to me watching that on a daily  
6 basis and also the homeowners and understanding  
7 that they understood there was an emergency. They  
8 understood there was a crisis and they all came  
9 together.

10           I understand the frustration with claims  
11 and making sure that the claims process goes as  
12 quickly as possible and everyone is as brought  
13 back to norm as can be done as quickly as  
14 possible. We are watching that. And, of course,  
15 our risk management group is the group that is  
16 heading that up.

17           In terms of Eastwick, it's again another  
18 incredible opportunity to meet incredible  
19 neighbors who have gone through significant damage  
20 of water and are concerned about flooding. We  
21 found that working with your office in particular  
22 Steve Cobb in your office and working with Army  
23 Corp of engineers and EPA and people in the area  
24 that we are hopefully getting close to finding

1 some solution whether it's the AquaFence or  
2 something more permanent. We shall see. But  
3 certainly, we all want to see something happen  
4 before there is another flooding event there.

5           There is luckily for us because we don't  
6 want to do anything while we're waiting for the  
7 big solution, there is a lot of little things that  
8 can be done such as increasing the amount of  
9 inlets and how water gets away from that area as  
10 quickly as possible. There is opportunities to  
11 work with the neighbors there to make sure that  
12 everyone's drainage system works as well as  
13 possible. We've offered those services to the  
14 people of Eastwick. We are very supportive of  
15 that.

16           In terms of working with other departments,  
17 we are working with obviously Parks and Schools,  
18 the universities, Streets Department, anybody who  
19 will work with us to -- who wants to learn the  
20 language of the water is -- we are there to work  
21 with them.

22           The last question you asked me is about the  
23 infrastructure and the infrastructure analysis.  
24 The average age of our water pipe is about 67

1 years. I think that number might be a little low.  
2 Might be in the early 70s. Doesn't mean those  
3 pipes are bad. You saw on 21st and Bainbridge, we  
4 have a inch and three quarter thick cast iron pipe  
5 that is absolutely good, great condition for four  
6 miles. Then you have this one spot where there is  
7 catastrophe. The interesting part of this  
8 business is being able to predict, being able to  
9 go in and monitor your water systems and predict  
10 where you are going to have the next break and  
11 replace that pipe prior to the next break. That.

12 Is the challenge that we have. It's a  
13 fascinating set of models that we use in order to  
14 make those determinations.

15 COUNCILMAN JOHNSON: One, is there any best  
16 practices for other cities to actually model  
17 predicting where these breaks will actually take  
18 place? That's one.

19 And then two, I would like to just have a  
20 follow up in regards -- I know you said there is  
21 some smaller immediate things that we can do in  
22 terms of Eastwick. I know we started the planning  
23 component. Now I am in the action phase. I will  
24 do a follow up to see if we can start rolling out



1    whatever those small things may be prior to us  
2    getting to whatever large project. My staff is  
3    going to additionally follow up regarding 21st  
4    Century. Whoever responsible, risk management, to  
5    make sure that we go back out into 21st and  
6    Bainbridge and kind of respond and let folks know  
7    where we are at in terms of the claims that were  
8    processed as it relates to the damage.

9           But any best practice from any other  
10   cities? And that's it.

11           COMMISSIONER NEUKRUG: Yes. Well, it's  
12   interesting to note that the best practice for  
13   this happened in the 1980s in a city called  
14   Philadelphia in a part of the Water Department  
15   called Research and Development where we developed  
16   these models to predict where water main breaks  
17   were going to occur. We've been using that model  
18   for the last 30 years.

19           We have seen a steady decline in the number  
20   of breaks. As a matter of fact, I said earlier in  
21   testimony that we are now seeing 220 or 230 breaks  
22   per thousand miles versus other cities that are  
23   seeing 270. You see the big difference in that.  
24   That is very much because of the model that we did

1 use. The problem with the model we used is that  
2 it gave a point system. We were replacing pipes  
3 that had 23 points, 24 points. It's pretty easy  
4 to target those. Now we find that because we have  
5 done so well, that all these -- we have all these  
6 pipes in the city that are 7 points. It's hard to  
7 reprioritize them.

8 We refined the models so we can identify of  
9 the remaining pipes which ones are the most likely  
10 to break. We look at soil conditions. We look at  
11 past history of that pipe, of similar pipes, the  
12 manufacturer of the pipe. The age is important  
13 but not always a true tell of its -- of its  
14 history. We look at water quality issues.

15 Now we are beginning to look at risk  
16 consequence. A risk consequence would say to us  
17 that if you have two pipes that are the same and  
18 one of them is at 21st and Bainbridge and going to  
19 impact so many people, another one is in the  
20 shopping center, you know, priorities would be set  
21 looking at where the biggest consequences would be  
22 to risk of a consequence to occur.

23 All those things are happening. It's  
24 pretty exciting. I would like to say that Philly

1 Water is still best practice in terms of water  
2 main breaks and identifying where they are.

3 COUNCILMAN JOHNSON: Thank you.

4 COUNCIL PRESIDENT CLARKE: Thank you, sir.  
5 Chair recognizes Councilwoman Sanchez.

6 COUNCILWOMAN QUINONES-SANCHEZ: Thank you.  
7 Good afternoon, folks.

8 Let me also echo the -- my colleague  
9 Councilman Johnson was talking about in  
10 partnership. I think for folks in the communities  
11 watching the Water Department be a proactive  
12 partner, has been something that's new for them.  
13 And I hope that your department and your team have  
14 found it as fulfilling when you can get Water and  
15 Rec and Streets all on the same page and you can  
16 help us with transformation particularly around  
17 green space and stuff. Whether it's Juniata or  
18 Warmorth [phonetic] Park, we have so many other  
19 activities that we are working together.

20 I know for community folks, they are in  
21 shock about the capacity that the Water Department  
22 had that most folks didn't know you have. I want  
23 to thank you for that also on the record. I also  
24 want to congratulate you on your diversity plan.

1 I know that this has been a conversation that's  
2 been ongoing. Sometimes some of the challenge is  
3 just writing it. Because if you write it and you  
4 list it and you see how bad it is, then you have  
5 to own it and you have to own what your challenges  
6 are.

7 I notice in your diversity plan you spell  
8 out your executive team and then all your  
9 employees. You talk about 193 vacancies.

10 What do they represent? What are those  
11 vacancies.

12 COMMISSIONER NEUKRUG: The 193 vacancies  
13 are throughout the department. It's something  
14 that, believe it or not, we are proud of that  
15 number. Because it was not so long ago it was  
16 this time last year that we were at 273, which is  
17 well over 15 percent of our workforce.

18 It's amazing that in this day and time when  
19 there is so many people looking for work that we  
20 can have so many empty sees. But given the  
21 economy and what's been going on and -- it's been  
22 difficult to hire the people that we need to hire.  
23 We have had a concerted effort. As a matter of  
24 fact, my boss Deputy Mayor Rina Cutler have said

1     you got to reduce that by 100. And we have  
2     successfully done that.

3             COUNCILWOMAN QUINONES-SANCHEZ: What do  
4     they represent? What types of jobs?

5             COMMISSIONER NEUKRUG: They represent all  
6     kinds; engineers, scientists, blue collar,  
7     semi-skilled laborers. A lot of them are in Deb's  
8     shop and water main.

9             MS. MCCARTY: Water operations, repair  
10    helper, mechanics, electricians, instrumentation  
11    technicians, electronic technicians.

12            COUNCILWOMAN QUINONES-SANCHEZ: And is  
13    Civil Service working with you? Do we have active  
14    lists to work through?

15            COMMISSIONER NEUKRUG: We have an  
16    incredibly, wonderful revived renewed relationship  
17    with OHR. And they have been really working with  
18    us on this. They are looking at changing how they  
19    do the testing. It is difficult. You also have  
20    to recognize that, you know, we have 200-something  
21    people in the DROP Program. Where people like the  
22    rest of the city governments seen people leave  
23    constantly.

24            And one of the problems is you can't

1 hire -- you can't hire a new semi-skilled laborer  
2 unless you have a supervisor for them to  
3 supervise. Kind of like stuck in this place where  
4 we are trying to figure out how do we continue  
5 this hiring process. Because we have reduced our  
6 level of service that we can provide.

7           How do we continue this hiring service,  
8 this hiring process, and do it in a way where if  
9 there is mentors and supervision above them. And  
10 we've been looking at all different types of  
11 techniques in doing it. Probably the most  
12 important that we're doing is we have  
13 significantly increased our program for training  
14 and education.

15           COUNCILWOMAN QUINONES-SANCHEZ: I see that.  
16 That was going to be my next question. You have  
17 allocated \$1.7 million in your HR budget outlining  
18 a bunch of apprenticeship programs and so forth.  
19 It would be helpful if you can share that with the  
20 Chair. We would like -- in terms of us being able  
21 to plug in people to some of these trainings.

22           I see you have \$100,000 for community  
23 college for apprenticeship program. What is that?

24           COMMISSIONER NEUKRUG: We have an

1 apprenticeship program a number years ago. We had  
2 some significant failures with that program.  
3 Going to talk to you offline about what happened  
4 there.

5           And we are looking -- we are very anxious  
6 to start this up again. We pride ourselves in  
7 being able to, particularly at our facilities, be  
8 able to do significant mechanical, electronic,  
9 electrical repairs in house. It is cheaper. And  
10 it is -- and it is better to have these folks who  
11 know how to do this work.

12           Good example is what happened at 21st and  
13 Bainbridge. When that 48-inch water main broke, I  
14 was shocked to see how many Philadelphia Water  
15 Department employees there were who knew how to  
16 fix that. Those of you who went down to the site,  
17 it was quite remarkable at Front and Tioga where  
18 you were that we had welders who came in and do  
19 this work.

20           It turns out in some cases the old system  
21 of city government and hiring the different basic  
22 job titles is a very good thing. It's a good  
23 thing for the workers, good thing for the and the  
24 Water Department. Anything we can do to make that

1 happen and promote that and, of course, we are in  
2 civil service system. It's also very tough for  
3 OHR who are hiring one welder, the amount of work  
4 that's needed in the existing process to hire that  
5 one welder is significant. There is a little bit  
6 of give and take that goes on. I would love to  
7 talk to you about it.

8 COUNCILWOMAN QUINONES-SANCHEZ: Yeah. For  
9 us, I think it's important. I think one of the  
10 things for me that I am trying to gauge is if we  
11 are staffing up in all of these departments --  
12 Public Property, L&I -- the maintenance of these  
13 lists should be more active. We should know  
14 about, you know, what potential apprenticeship  
15 programs we can recommend no folks.

16 My last one, because you took a lot of my  
17 time, Howard.

18 COMMISSIONER NEUKRUG: Sorry.

19 COUNCILWOMAN QUINONES-SANCHEZ: Because  
20 this will be my last one and Council President can  
21 then move on.

22 In the Storm Water Management Program, we  
23 allocated quite a bit of money through PIDC in the  
24 last few years, you know, 9 million in 2012;



1 10 million in 2013. You have 5.2 million in 2014.

2 Is that for those jobs that we're doing  
3 where there is a collaboration?

4 COMMISSIONER NEUKRUG: This is monies that  
5 were set aside to help if -- if you remember back,  
6 there were a number of very upset landowners.

7 COUNCILWOMAN QUINONES-SANCHEZ: Our  
8 industrial manufacturers section.

9 COMMISSIONER NEUKRUG: Industrial  
10 manufacturers. Who saw their cost for storm water  
11 fees rising dramatically. And part of our program  
12 to assist them was to set up a low interest loan  
13 account where they would be able to find this  
14 money and take it and improve their properties and  
15 manage storm water. And hopefully, get some other  
16 benefits out of it, too. The program has since  
17 changed shape over the number of years.

18 For 2014, the program is a grant program  
19 and it's \$5 million. We are looking for the least  
20 expensive Greened Acres, that is what we call  
21 storm water management, that are out there so that  
22 we can be working with particularly those who are  
23 still aggrieved in terms of their storm water  
24 fees. But also, anyone else out there including

1 public entities that can manage storm water in  
2 their property inexpensively to work with us. And  
3 we're managing that program through PIDC.

4 COUNCILWOMAN QUINONES-SANCHEZ: So, that's  
5 a dollar-to-dollar match or --

6 COMMISSIONER NEUKRUG: No.

7 COUNCILWOMAN QUINONES-SANCHEZ: You're  
8 saying there's a grant. Is it match for  
9 investment that other people are doing, or is it a  
10 straight out grant.

11 COMMISSIONER NEUKRUG: Straight out grant.

12 COUNCILWOMAN QUINONES-SANCHEZ: Okay. And  
13 it's all sizes?

14 COMMISSIONER NEUKRUG: For nonresidential.

15 COUNCILWOMAN QUINONES-SANCHEZ: For  
16 nonresidential. Okay. All right. If you can  
17 forward that information to the Chair, we  
18 appreciate it.

19 I'm done. Thank you, Mr. President.

20 COUNCIL PRESIDENT CLARKE: Thank you,  
21 Councilwoman.

22 Chair recognizes Councilman Squilla.

23 COUNCILMAN SQUILLA: Thank you,  
24 Mr. President.

1           Good afternoon, guys. First of all, I  
2 would like to thank you and your staff how  
3 reactive they've been to our questions and  
4 concerns that we have had along the way.  
5 Appreciate you always willing to get back to us  
6 even on the weekend, Saturday or Sunday, which is  
7 not often the case. But we do appreciate that.  
8 Not -- don't always get the answers we like, but  
9 at least we get answers. That's very good.

10           During the process -- I know it was a  
11 subject with the water rental fees that was done.  
12 When you first implemented it, there was something  
13 new for most residents to get used to.

14           What was the time frame you gave yourself  
15 to implement the program?

16           COMMISSIONER NEUKRUG: Well, we've been  
17 working on the program for probably, like, 15  
18 years. The idea of the program came out in the  
19 1990s. The problem was, was that in order to do a  
20 parcel-based system, we had to wait for the  
21 computer technology to catch up. That happened in  
22 the early to mid 2000s.

23           And then we -- what we did is we  
24 implemented a program that at first was a

1 three-year phase in, and then we extended it to a  
2 four-year phase in. During that time, we also  
3 sent out notices to everyone who is going to be  
4 affected making them aware that their rates were  
5 going to go up by this much. Unfortunately, I  
6 guess as I've learned since that time in public  
7 service, that not everyone opens up their mail or  
8 believes what they read until they actually get  
9 the real bill.

10 COUNCILMAN SQUILLA: Yeah. I think we are  
11 going to get that soon with our taxes.

12 COMMISSIONER NEUKRUG: In any case, we did  
13 a phase in where we took the old bills which were  
14 based upon meter size, which was not an accurate  
15 way of measuring. And we took a proportion on  
16 three-fourths of that cost. Then took one quarter  
17 of the cost of the new way, so that we can slowly  
18 build up the process here, move on from meter  
19 based to parcel based.

20 It meant that some folks didn't reduce  
21 their savings as past but others were not being  
22 impacted as hard as fast.

23 COUNCILMAN SQUILLA: Do they feel at this  
24 time now after the phase-in process, that you are

1 actively charging for each parcel?

2 COMMISSIONER NEUKRUG: I believe that  
3 everyone agreed that we are accurately charging  
4 with the exception of people who wanted to, you  
5 know, have their properties relooked at. I think  
6 the question was more of one of shock and ability  
7 to pay of the change in costs and the implications  
8 of that.

9 I think the -- I think the storm water --  
10 and I could be wrong here. You guys might know  
11 better than me. I think in general people  
12 understood what we were trying to accomplish.

13 COUNCILMAN SQUILLA: They might not like  
14 it, but understood the concept.

15 COMMISSIONER NEUKRUG: They also felt that  
16 there was a hardship on them to be able to manage  
17 it, manage those costs.

18 COUNCILMAN SQUILLA: That's very  
19 interesting. It's only interesting because I  
20 didn't mean to lead into the AVI tax issue, but  
21 it's sort of what we are going through now with  
22 new assessments all the way across the City. It's  
23 just interesting how one department was able to do  
24 it that way. Just thank you for your input on

1     that.

2             The other issues -- and I know we have  
3     talked about many problems associated with the  
4     water main breaks. And the problem as far as  
5     getting it repaired in a timely fashion because of  
6     what -- can you just state for us the actual --  
7     the problems with getting in there when this  
8     happens. Just the actual number of different, I  
9     guess, departments that are involved in the  
10    process in order to get that done.

11            COMMISSIONER NEUKRUG: Well, I will pass  
12    that one onto Debbie who deals with this on a  
13    daily basis.

14            MS. MCCARTY: Good afternoon, Councilman.  
15    When there is a water main break, the first thing  
16    we do is try to shut it down and isolate it. That  
17    depends upon the size, you know, could take a  
18    while. There may be several valves involved or a  
19    valve is difficult to locate or the valve that we  
20    shut doesn't work, as well. So -- but that's the  
21    first thing we do.

22            And then there is the PA-1 utility call.  
23    Before you dig in Pennsylvania, you have to have  
24    the utilities marked. In an emergency, that is a

1 quick turnaround as opposed to typically could be  
2 three days. This is within hours. Before we did  
3 do anything, we have to wait for all the utilities  
4 to be marked. Which, unfortunately, it looks like  
5 sometimes we are standing around and doing  
6 nothing.

7 COUNCILMAN SQUILLA: Yeah. We get those  
8 calls.

9 MS. MCCARTY: In fact, we are on the phone  
10 trying to get the utilities to come out and mark  
11 the utilities.

12 The next thing is if the utilities may need  
13 to be relocated for us to access our pipe, water  
14 main is typically maybe about four feet deep.  
15 Maybe gas has to move their pipe before we can get  
16 in. There is coordination with gas, electric, of  
17 course, Verizon and anybody else that might be  
18 under there. Sometimes we're surprised. Public  
19 Property and Streets have wires and also things  
20 underground, as well.

21 We coordinate with them. Once we can get  
22 the main done, sometimes now those utilities have  
23 to go back and restore whatever they had to move  
24 for us. And then final thing is to backfill up to

1 grade. And on most of the work, the day in day  
2 out work, Streets Department is the one that comes  
3 and restores the street for us. There are  
4 contractor, if you will, to restore the street.

5 COUNCILMAN SQUILLA: I guess there is a  
6 steam vent or something else in there that would  
7 be added to the process.

8 MS. MCCARTY: The OVA is one of the  
9 utilities that we work with, yes.

10 COUNCILMAN SQUILLA: Thank you. That is  
11 helpful, too. Explaining to some of the people  
12 who had to deal and live through that, seems like  
13 it's years it takes to do it even though it's not.  
14 We do commend you for working hard to try to get  
15 that done. We know it's not an easy job, but we  
16 thank you for that.

17 COMMISSIONER NEUKRUG: Thank you.

18 COUNCIL PRESIDENT CLARKE: Thank you,  
19 Councilman.

20 Chair recognizes Councilman Bass.

21 COUNCILWOMAN BASS: Thank you,  
22 Mr. President. Good afternoon.

23 COMMISSIONER NEUKRUG: Good afternoon.

24 COUNCILWOMAN BASS: How are you? I just



1 had a couple of questions on private sewers. I  
2 know that we talked about private sewers and their  
3 issues a number of times.

4 Most recently, I think it was back in the  
5 fall we met with Councilman Squilla and the Water  
6 Department to talk about what can we do about this  
7 issue. And I just had a couple of questions that,  
8 you know, as to my recollection, we did not  
9 discuss at that last meeting.

10 But I wanted to get some idea of the cost  
11 associated to connect a private sewer to the main  
12 sewer line. Because what we have happening is a  
13 lot of people who don't realize that they have  
14 private sewers until it becomes a problem. That's  
15 when they call the Water Department out who then  
16 informs them that there is this private sewer  
17 situation going on from when the property was  
18 developed. It could have been, you know, 20 years  
19 ago or 100 years ago.

20 In district in Germantown in particular, we  
21 have a lot of private sewers that people don't  
22 know they are an issue until something goes wrong.

23 Can you talk about the cost associated with  
24 those private sewers and how it's justified?

1           COMMISSIONER NEUKRUG: Well, Councilwoman,  
2 I am one of those people with a private sewer that  
3 I did not realize I had one until there was a  
4 problem. The problem was, was that there was a  
5 collapse in that sewer. It was in an alley behind  
6 my house connected in with 20 other homes. And  
7 the Water Department didn't have trucks small  
8 enough to be able to fix it, so they hired a  
9 plumber. Came in and fixed it, and then shared  
10 the cost among all the residents who were shocked  
11 that they were paying for that.

12           At the same time, it is considered -- and  
13 the way I look at it is, it's part of my -- it's  
14 part of that lateral system. We all have a  
15 private sewer at least to some extent.

16           COUNCILWOMAN BASS: Sure.

17           COMMISSIONER NEUKRUG: They look different.  
18 They feel different and come from different parts  
19 of our history. There is big costs associated  
20 with the repair maintenance of public sewers,  
21 private sewers, private laterals. And we try to  
22 do our best to work with every customer in every  
23 circumstance to be fair to that customer and also  
24 be fair to all the repairs.

1 COUNCILWOMAN BASS: Okay. Now, on your  
2 water bill, we all pay for the maintenance on  
3 these lines, correct?

4 COMMISSIONER NEUKRUG: We pay for the  
5 maintenance of the public sewer system and public  
6 water system. Which for the water system, begins  
7 in the street at the water main. And the citizen,  
8 homeowner, industry owns the entire water pipe  
9 from the -- from the main into the home.

10 COUNCILWOMAN BASS: Okay.

11 COMMISSIONER NEUKRUG: And on the lateral  
12 side, the private homeowner owns everything from a  
13 home out to the sewer. So you can start to see  
14 where that, you know, the fuzzy part about the  
15 private sewers. Where if you have a lateral going  
16 into a more communal sewer then going into the  
17 public sewer where you can have that kind of  
18 concern.

19 COUNCILWOMAN BASS: How many private sewers  
20 or sewer lines do we have? I don't know how you  
21 would quantify that. How many miles? How many  
22 areas? How many actual systems?

23 COMMISSIONER NEUKRUG: I will have to get  
24 back to you. I have a number off the top of my

1 head, but I don't want to say it in case it's  
2 wrong.

3 COUNCILWOMAN BASS: You can say it. That's  
4 all right.

5 COMMISSIONER NEUKRUG: 182 miles.

6 COUNCILWOMAN BASS: 182.

7 COMMISSIONER NEUKRUG: Miles of sewer  
8 private.

9 MS. MCCARTY: Is our guesstimate.

10 COMMISSIONER NEUKRUG: Is our best  
11 guesstimate.

12 COUNCILWOMAN BASS: Do you know how many  
13 properties that affects?

14 COMMISSIONER NEUKRUG: Now I will have to  
15 get back to you with that.

16 COUNCILWOMAN BASS: Okay.

17 COMMISSIONER NEUKRUG: It's a --

18 COUNCILWOMAN BASS: I know that -- I am  
19 sorry. Go ahead.

20 COMMISSIONER NEUKRUG: There are -- this is  
21 a -- you know, taking on a program like this is  
22 possible but significant.

23 COUNCILWOMAN BASS: Absolutely.

24 COMMISSIONER NEUKRUG: Results in

1 significant increases in the rates. As programs  
2 go up, the money to fund those programs goes up.

3 COUNCILWOMAN BASS: Sure. I understand  
4 that. I guess if you are someone who wakes up  
5 tomorrow and are told here is a bill for 5 or  
6 10,000 dollars because you have a private sewer  
7 line, you know, you may take exception with the  
8 fact that you've been paying pretty much what  
9 everybody else is paying. And you feel that you  
10 are entitled, and I believe rightfully so, that  
11 you are entitled to, you know, being on the public  
12 lines -- public sewer lines, water main lines,  
13 like everyone else.

14 And, you know, trying to figure out how to  
15 address issues like that. Just really a question  
16 of, in my opinion, a question of fairness and  
17 making sure that all things are equal in these  
18 particular matters.

19 COMMISSIONER NEUKRUG: I have a -- I've  
20 been given a piece of paper that shows  
21 \$370 million in capital expenditures resulting in  
22 a monthly rate increase of 7.25 percent per month  
23 per bill.

24 COUNCILWOMAN BASS: Okay.

1           COMMISSIONER NEUKRUG: That's what we're  
2 talking about.

3           COUNCILWOMAN BASS: Okay. But it would be  
4 helpful if we were able to figure out exactly what  
5 we're dealing with. I know that there are a lot  
6 of water private sewer lines, private water lines  
7 that aren't known or accounted for. And I believe  
8 that when you purchase a property, it is listed in  
9 the deed if there is a private line associated  
10 with it; is that correct?

11          COMMISSIONER NEUKRUG: It should be. It  
12 was in my house, but I wouldn't suggest that.

13          COUNCILWOMAN BASS: It wasn't in your  
14 house?

15          COMMISSIONER NEUKRUG: It was in my house.  
16 I wouldn't suggest that --

17          COUNCILMAN SQUILLA: You didn't read the  
18 whole thing?

19          COUNCILWOMAN BASS: You didn't read the  
20 whole thing?

21          COMMISSIONER NEUKRUG: This is an old city  
22 and a lot of different contractors who worked on a  
23 lot of different houses over time. There is a lot  
24 of different permutations to what's happened

1 throughout the city.

2 COUNCILWOMAN BASS: I know my time is up,  
3 but one other thing. I would just think it would  
4 be helpful if we were able to, number one, let  
5 folks know when they are purchasing a property  
6 that this has a private sewer line. Because it  
7 really does affect the value of the property if  
8 you are going to have to spend 5/10/20,000 dollars  
9 down the line, that's something that I may want  
10 to be aware of when I'm thinking about purchasing  
11 a property.

12 And so, that is just one part of it. I  
13 think that the Water Department really should try  
14 to figure out exactly what else is out there,  
15 what's out standing particularly if it's most  
16 cases in the deeds. That is something --

17 COMMISSIONER NEUKRUG: The difficult part  
18 is that because they are private sewers, they are  
19 not part of the Water Department's mapped system.

20 COUNCILWOMAN BASS: Right.

21 COMMISSIONER NEUKRUG: So, we don't always  
22 know where they are.

23 COUNCILWOMAN BASS: But the city would know  
24 where they are because they are in the deed's,

1 correct? In most cases. It's a matter of finding  
2 out that information.

3 COMMISSIONER NEUKRUG: We can do a little  
4 exercise and find out.

5 COUNCILWOMAN BASS: Okay. I mean, it would  
6 take some work to find out. But I'm saying, the  
7 information is available through City records. It  
8 would be tedious to find, I'm sure.

9 COUNCIL PRESIDENT CLARKE: You know where  
10 the city pipes are, so wherever the City pipes  
11 aren't, that's where you have private sewer lines,  
12 right?

13 MS. MCCARTY: There are sess pools and  
14 septic tanks in some properties.

15 COUNCILWOMAN BASS: But in neighborhoods.

16 MS. MCCARTY: They are not necessarily a  
17 private sewer.

18 COUNCIL PRESIDENT CLARKE: All right. You  
19 have that, too. Okay.

20 MS. MCCARTY: I did want to speak to your  
21 \$10,000 bill which we recognize could be very  
22 shocking to somebody. And we work with customers  
23 to -- particularly there are some places that are  
24 private sewers but there is a public sewer that



1 those properties have access to. And we work with  
2 all of those customers, if they want to connect to  
3 the public sewer, through our help loan. We will  
4 help them connect to the public sewer. They still  
5 would bear the cost of potentially reversing the  
6 plumbing inside their property. But from the home  
7 to the street where the public sewer is, we can  
8 give a zero interest, five-year help loan. And  
9 that helps ease the, you know, the shock to some  
10 extent.

11 We recognize this is, you know, very  
12 shocking to a lot of people.

13 COUNCILWOMAN BASS: Sure. Does that  
14 require the entire block, though?

15 I know I am over time.

16 Does that require the entire block to be on  
17 board to do that or just that individual?

18 MS. MCCARTY: No. If there is a public  
19 sewer -- I mean, there are some places in the city  
20 where some people are connected to the private and  
21 some people are connected to the public.

22 COUNCILWOMAN BASS: Okay. Thank you.

23 COUNCIL PRESIDENT CLARKE: Thank you,  
24 Councilwoman.

1 Chair recognizes Councilwoman Brown.

2 COUNCILWOMAN REYNOLDS BROWN: Good  
3 morning --

4 COUNCIL PRESIDENT CLARKE: Just for the  
5 record, after hopefully the next question we are  
6 going to take a break. You're next, sir.

7 COUNCILWOMAN REYNOLDS BROWN: Okay. First  
8 let me say thank you for allowing your staff to  
9 come to many of my staff meetings and keep us  
10 current on what is happening in the department,  
11 Commissioner. And I want to give special kudos to  
12 Joanna and Christine Knapp for representing a  
13 department and giving us that needed update.

14 And I want to echo Councilwoman  
15 Quinones-Sanchez observation about the improvement  
16 in the numbers since FY11 for your executive team.  
17 We do watch and notice and pay attention.

18 COMMISSIONER NEUKRUG: Thank you.

19 COUNCILWOMAN REYNOLDS BROWN: We appreciate  
20 the good effort.

21 COMMISSIONER NEUKRUG: Thank you.

22 COUNCILWOMAN REYNOLDS BROWN: In your  
23 prepared testimony on page 3, and I quote, "The  
24 department is currently working with customers who

1 have been most negatively impacted by recent  
2 changes to storm water rates."

3 And you put in place a management  
4 incentives program loan. So if you would, two  
5 years ago in your testimony, you stated that you  
6 were working with customers who had been  
7 negatively impacted by the change in storm water  
8 rates and the Storm Water Management Incentives  
9 Program Loan.

10 Provide for us an update and how much  
11 funding has been distributed. How do you do that?  
12 Do you do that based on need, or by Councilmatic  
13 District or evenly across Councilmatic Districts.

14 COMMISSIONER NEUKRUG: We have a series of  
15 programs we have in place for storm water  
16 management to support our nonresidential customers  
17 and being able to afford the storm water bill.  
18 And the number one thing that we have done, thank  
19 you to City Council and Councilman Henon, is work  
20 with everyone here and the industry to set a cap  
21 on the increase of how much a storm water bill can  
22 go up in any one year to 10 percent.

23 Number two, of course, what I spoke about  
24 before which is the phase in of that program over

1 four years. Those two things really go very far  
2 in getting us towards a more comfortable place for  
3 the short term.

4 COUNCILWOMAN REYNOLDS BROWN: Sure.

5 COMMISSIONER NEUKRUG: For the longer term,  
6 now you have people in properties that as that  
7 10 percent starts to increase, that there is going  
8 to be more and more significant costs. For them,  
9 we are hoping to work with them on programs such  
10 as trading and mitigation and other -- other  
11 interesting little ways to manage storm water on  
12 their property or to trade from their location if  
13 I can't do any storm water management with another  
14 site. Might be a school. Might be a playground.  
15 And to see us move forward and have as much  
16 support for these customers as possible.

17 COUNCILWOMAN REYNOLDS BROWN: I should know  
18 the answer to this, but I don't.

19 Do you provide training in the use of rain  
20 barrels?

21 COMMISSIONER NEUKRUG: Yes. Rain barrels  
22 have turned out to be a very major item.

23 COUNCILWOMAN REYNOLDS BROWN: Undertaking?

24 COMMISSIONER NEUKRUG: It's so interesting

1 now everyone wants a rain barrel. It's kind of  
2 like the recycle bin of ten years ago.

3 COUNCILWOMAN REYNOLDS BROWN: Yes.

4 COMMISSIONER NEUKRUG: Who thought anybody  
5 would want a recycle bin. Now all the sudden  
6 everyone wants a rain barrel because everyone  
7 wants to do their part.

8 COUNCILWOMAN REYNOLDS BROWN: Absolutely.

9 COMMISSIONER NEUKRUG: What else can you do  
10 about the rain except get a rain barrel.

11 We have had programs working with energy  
12 coordinating agency as our depot and folks  
13 training with both the installation of those rain  
14 barrels.

15 COUNCILWOMAN REYNOLDS BROWN: The Office  
16 of --

17 COMMISSIONER NEUKRUG: This energy  
18 Coordinating Agency.

19 COUNCILWOMAN REYNOLDS BROWN: ECA.

20 COMMISSIONER NEUKRUG: Yes.

21 COUNCILWOMAN REYNOLDS BROWN: They have  
22 become the implementors, if you will.

23 COMMISSIONER NEUKRUG: Yes.

24 COUNCILWOMAN REYNOLDS BROWN: Of connecting

1 with residents to deepen the participation on that  
2 program.

3 COMMISSIONER NEUKRUG: Yes.

4 COUNCILWOMAN REYNOLDS BROWN: I would  
5 presume the numbers are growing in terms of  
6 residents who, A, become aware of the value of  
7 that which drives the cost for actual rain  
8 barrels, does it not?

9 COMMISSIONER NEUKRUG: Right. And rain  
10 barrels is, again, a very primitive mechanism of  
11 what really is cistern. It's how do you capture  
12 that rain water, and eventually how do you use  
13 first for irrigation. And then perhaps later on  
14 for things like --

15 COUNCILWOMAN REYNOLDS BROWN: Water pumps  
16 and --

17 COMMISSIONER NEUKRUG: Yeah.

18 COUNCILWOMAN REYNOLDS BROWN: It's  
19 exciting.

20 COMMISSIONER NEUKRUG: It is. Thank you.

21 COUNCILWOMAN REYNOLDS BROWN: Clock hasn't  
22 rung yet. How about that.

23 The number was quoted of -- maybe it was  
24 not. The numbers of employees currently in DROP.

1 And how you are going to prepare and anticipate  
2 that reality, that pending reality, with regards  
3 to new hires?

4 COMMISSIONER NEUKRUG: Two points on that.  
5 One, is that the reality has already set in. I am  
6 DROP eligible. This guy has two years left. Most  
7 of my older staff is somewhere in that DROP world.  
8 And right now we have about 231 employees, 15  
9 percent of our workforce, that are in the DROP  
10 Program. It is a very big concern for us. It is  
11 our number one issue that we are looking at. And  
12 our strategic plan initiative, which is to  
13 strengthen our workforce and increase diversity,  
14 that is our number one goal.

15 It involves a whole number of different  
16 programs associated with it, which is from better  
17 hiring and recruiting, better training, education,  
18 better initiatives to promote within and to look  
19 at every possible way that we can to have a strong  
20 workforce going into the, I will say, going to the  
21 21st Century but to continue through into the 21st  
22 Century.

23 COUNCILWOMAN REYNOLDS BROWN: Councilman  
24 Jones would be very, very happy to hear that.

1 He's been consistent in raising the question of  
2 how departments are preparing for DROP.

3 COMMISSIONER NEUKRUG: It's the number one  
4 issue that we have.

5 COUNCILWOMAN REYNOLDS BROWN: To know that  
6 diversity is in the equation is encouraging.

7 COMMISSIONER NEUKRUG: Yes.

8 COUNCILWOMAN REYNOLDS BROWN: Thank you.

9 COMMISSIONER NEUKRUG: Just one more thing  
10 to say about that is that I got 6,000 miles of  
11 pipe out there. And they are useless without the  
12 employees and the employees' knowledge.

13 COUNCILWOMAN REYNOLDS BROWN: Thank you.  
14 Thank you, Mr. President.

15 COUNCIL PRESIDENT CLARKE: Thank you,  
16 Councilwoman.

17 Chair recognizes Councilman Henon.

18 COUNCILMAN HENON: Thank you, Mr. Chairman.  
19 Good afternoon --

20 COMMISSIONER NEUKRUG: Good afternoon.

21 COUNCILMAN HENON: -- Commissioner. Thank  
22 you for coming in. I just want to state for the  
23 record that, you know, when we first started  
24 working together it was over the storm water. And



1 it kind of -- some of the bizarre and heated  
2 meetings in exchange over some of the certain  
3 classes that were a little irate and --

4 COMMISSIONER NEUKRUG: Not between you and  
5 I.

6 COUNCILMAN HENON: Not between you and I.  
7 So, it was interesting. We've come a long way.  
8 And I think, you know, I want to share in your  
9 kudos to this body in accepting the enhancement  
10 program that you have to minimize and spread out  
11 the rise in the storm water cost that may be  
12 taking place for certain companies. I think  
13 that's innovative in a way that most people, you  
14 know, would have stopped long ago. But your  
15 office kept, you know, looking for further ways to  
16 help minimize the expense over -- from an  
17 immediate two, three, four years shock to, you  
18 know, could be several more past tense. Thank you  
19 for that.

20 Want to talk real quick a couple things.  
21 And I will get right to the point because of time  
22 and some of the things have been already  
23 discussed. I just, too, want to echo the concern  
24 of vacancies. Not, you know, in all the

1 departments especially the Water Department. Even  
2 though our, you know, you have had a decrease of  
3 10 percent from national statistics which is great  
4 for your designing and engineering. But it's  
5 still, you know, a void that's going to be  
6 needed -- it's going to be filled.

7           You're in -- I don't know if it's called  
8 DROP or Flop these days. I'm not sure. But what  
9 it is, it's going to be a serious challenge for  
10 management and skilled work. In every meeting  
11 that we have got, I think you're -- you and a few  
12 other departments have gave accolades -- nothing  
13 but accolades to our city workers. So, that's a  
14 credit to you to recognize our workforce here.  
15 And the ones that are out there on the front lines  
16 trying to fix problems and solve problems in the  
17 future.

18           It's concerning. You know, and I hope that  
19 your relationship with OHR is really -- is good.  
20 We are supporting the Administration's attempt to  
21 or they created a Centers of Excellence. I guess  
22 that's what I hope that you are doing with them in  
23 dealing with the expedient nature that we need to  
24 rush and have our Civil Service positions filled.

1 I mean, I think that's a task that we have to  
2 prioritize. And I think Councilwoman Tasco over  
3 this budget process has been awesome with her  
4 message of saying that, you know, we need to  
5 prioritize are resources and our management. And  
6 I think you are doing that.

7 And I hope the Center of Excellence  
8 continues on that path. I don't know, you know,  
9 if they have any benchmarks yet or if they are  
10 new -- it seems like they are in their infancy  
11 stage. But it's critical for our City services  
12 and our government to fill the vacancies and do it  
13 smartly with the management that is so necessarily  
14 needed. I can't stress it enough.

15 So glad to hear about that PLA arrangement.  
16 Also glad to hear in your testimony, which I was  
17 keenly aware of for some time, about the project  
18 labor agreement. It exceeding the benchmarks that  
19 it set out to do, so great job managing that. And  
20 I think and I hope that every department in the  
21 City of Philadelphia that has public bidding and  
22 public dollars, public projects that are out  
23 there, you know, that Mayor's Office choose to  
24 implement the PLA and all its capital projects.

1 As you can see, hands on in your department and  
2 the Airport, that it exceeds all expectations in  
3 what we are trying to become and how we try to  
4 better ourselves as a city with great products.

5 So, touch on the PLA. And the cap and  
6 trade I am going to call it on the ingenious and  
7 innovative way to offset some of the storm water  
8 runoff. I know we have had some conversations  
9 about those opportunities for private businesses.  
10 You know, Councilwoman Maria Quinones and myself  
11 are a part of another good way that you are trying  
12 to manage the storm water where we are pulling our  
13 capital dollars for multiple departments to come  
14 up with a great storm water prevention and enhance  
15 capital improvements for public in its parks. So,  
16 I hope we continue on that.

17 But the Cap Exchange Program, if you could  
18 explain -- I know it's not there yet. But can you  
19 explain a little bit where, I would like to go,  
20 and with cooperation what the department on trying  
21 to -- for those who have limitations, business  
22 limitations and they can't grow, their footprint  
23 and their options are move or, you know, because  
24 of the storm water regulations, other

1 opportunities within the same watershed to give  
2 back to the community and meet that requirement.

3 Can you explain.

4 COMMISSIONER NEUKRUG: Sure. Thank you for  
5 all those good words. Basically, when you have a  
6 property and you're landlocked, you can not build  
7 a bioswale or anything else that makes sense on  
8 your property. There is a balance. There is a  
9 value to the landowner and to the City and to even  
10 a third party, let's say, a school for some of  
11 those funds that would normally go towards storm  
12 water management on one site be expended in  
13 another location. And that other location then  
14 would get relief through storm water credits and  
15 fees to the first party of.

16 It's a little complicated. There are many  
17 different ways of balancing this and doing this.  
18 The question is -- the problem is, how do you do  
19 this legally and how do you do in this a way that  
20 makes economic sense for the City of Philadelphia,  
21 the rate payers and the business owner? And I am  
22 absolutely convinced that the answer is there and  
23 we are going to find it in the next six months to  
24 a year.

1 COUNCILMAN HENON: And I hope -- I am  
2 pretty sure we can find an answer. I will want to  
3 continue on that. I will end.

4 Can you explain that, as I mentioned,  
5 Councilwoman Quinones Sanchez and myself, how that  
6 kind of project works well for the City where we  
7 are pulling capital dollars with the school, Water  
8 Department and the City.

9 COMMISSIONER NEUKRUG: I am drawing a blank  
10 here.

11 COUNCILMAN HENON: In general. Not a  
12 specific property project but a project.

13 COMMISSIONER NEUKRUG: Well, okay. It  
14 reports leveraging our money. We have a certain  
15 need to remove storm water from our system. If a  
16 school district is rebuilding a property, if a  
17 park is doing a project, there is leveraging that  
18 really benefits everyone in terms of getting the  
19 least cost for dollar.

20 One of the ways I describe it is if it cost  
21 me a million dollars to green a street in  
22 Philadelphia, but if I am replacing the sewer in  
23 that street, the incremental cost, the ancillary  
24 cost of me building that making that street green

1 is pennies on the dollar. So if there is another  
2 project going on, if there are ways to leverage  
3 money between different parties, the Water  
4 Department will be there to support green  
5 infrastructure in a way that manages our money  
6 well and also supports those projects.

7 COUNCILMAN HENON: Good job. I have no  
8 further questions.

9 COUNCIL PRESIDENT CLARKE: Thank you.

10 Thank you, Commissioner, very much for your  
11 testimony. We will be breaking until 3:15.

12 - - -

13 (Break taken at 2:06 p.m.)

14 - - -

15 (Committee of the Whole Meeting resumed  
16 at 3:33 p.m. with Councilman Greenlee sitting in  
17 as Chair.)

18 - - -

19 COUNCILMAN GREENLEE: We will reconvene  
20 with continuation of the Budget Hearings. Next  
21 department is Department of Streets. Please come  
22 forward.

23 (Streets Department panel approaches  
24 witness table.)

1           COUNCILMAN GREENLEE: Good afternoon,  
2 Commissioner.

3           COMMISSIONER TOLSON: Good afternoon, sir.

4           COUNCILMAN GREENLEE: And everyone. We  
5 have your written testimony. If you would like to  
6 summarize and then be available for questions --  
7 if I could start out by saying congratulations on  
8 your new job. When does that start now?

9           COMMISSIONER TOLSON: April 22.

10          COUNCILMAN GREENLEE: April 22. Deputy  
11 Commissioner, soon to be Commissioner,  
12 congratulations to you, too.

13          Commissioner, if I could just say,  
14 certainly we've been interacting for years. The  
15 best thing I can say about someone is they try to  
16 find ways to get stuff done and not try to find  
17 reasons not to get it done. And you always found  
18 ways to get things done. I think I speak for a  
19 lot of people, we really appreciate that.

20          Good luck in your future.

21          COMMISSIONER TOLSON: I thank you. I  
22 appreciate that.

23          COUNCILMAN GREENLEE: Okay.

24          COMMISSIONER TOLSON: Thank you. Good



1 afternoons, Members of City Council. I am Clarena  
2 Tolson, Commissioner of the Streets Department.  
3 And I'm here today with Donald Carlton and David  
4 Perry, Deputy Commissioners of Sanitation and  
5 Transportation on behalf of our department's  
6 proposed 2014 Operating Budget.

7 I will take a moment to just summarize our  
8 budget.

9 COUNCILMAN GREENLEE: Please.

10 COMMISSIONER TOLSON: This year, continued  
11 to support the core services of our department.  
12 Some of the highlights include restoration of  
13 alley lighting system which began in January and  
14 over 75 percent has been completed to date;  
15 implementation of several pilot areas to access  
16 LED technology for our street lighting system;  
17 installation of over 400 Ped countdown signals;  
18 negotiation of a new disposal contract with  
19 approximately \$50 million in savings over the next  
20 five years; the development in establishment of  
21 Philly Future Track, a work readiness program  
22 instituted in collaboration with the Mayor's  
23 Office to build critical work readiness skills in  
24 young people throughout the City; the continuation

1 of recycling diversion rates of nearly 20 percent;  
2 and a spring clean up that saw a record number of  
3 348 committee groups and also anticipating 12,000  
4 volunteers to join together collecting one million  
5 pounds of trash.

6           These accomplishments could not have been  
7 realized without our dedicated and talented  
8 workforce as demonstrated by a few examples that I  
9 will give. Recently the bridge at 15th Street  
10 between Spring Garden and Race required closure,  
11 but may have failed completely if it had not been  
12 for the swift inspection and mitigation work  
13 performed by our bridge maintenance crews.

14           Further, there was an explosion which  
15 occurred near 30th Street under a bridge in North  
16 Philadelphia over Amtrak. Initially, it was  
17 thought that there was a terrorist act and  
18 citizens that were taken to the hospital may have  
19 been taken into custody. However, through careful  
20 evaluation through our engineers in collaboration  
21 with Amtrak, we were able to determine that the  
22 incident was caused by a series of events triggered  
23 by an electrical malfunction.

24           In February, a crew loading a trash

1 compactor came across a live hand grenade.  
2 Through their quick identification and response  
3 and calm actions, they avoided what could have  
4 turned into a vary dangerous situation. We  
5 continue to strive for excellence in proving and  
6 providing cleaner, safe streets to those who live  
7 and visit in the city.

8 We are happy to provide service and be here  
9 at this time to answer any of your questions.

10 COUNCILMAN GREENLEE: Okay. Thank you,  
11 Commissioner and Deputy Commissioner, I'm sorry, I  
12 didn't say hello to you. Thank you for all you  
13 have helped us with. Appreciate that, sir.

14 Just a couple quick things. First, on  
15 the -- you talk about the alley lights. You say  
16 70 percent have been re-lamped, I think, is the  
17 word.

18 COMMISSIONER TOLSON: Yes. 75 percent have  
19 been completed to date.

20 COUNCILMAN GREENLEE: Is there a particular  
21 parts of the city you haven't been able to get  
22 into yet or is it spread out?

23 COMMISSIONER TOLSON: We are actually  
24 working around the city, Councilman. Our

1 challenge with some locked gates and debris  
2 problems throughout the city. Some of it is  
3 concentrated in some areas versus the other, but  
4 we are working through the entire city to do the  
5 re-lamping where there are alley lights.

6 COUNCILMAN GREENLEE: Okay.

7 COMMISSIONER TOLSON: That is going quite  
8 well. The street lighting crews are working very  
9 aggressively to achieve what they have achieved so  
10 far. And then in collaboration with the Future  
11 Track Program, the work readiness programs, we are  
12 using this as a work experience for some of the  
13 young people in addition to their classroom  
14 exposure.

15 COUNCILMAN GREENLEE: Okay. When someone  
16 calls in an alley light out, is there an  
17 approximate time how long it might take to get  
18 that light?

19 COMMISSIONER TOLSON: Historically, it has  
20 been quite a lengthy time for some of them.

21 COUNCILMAN GREENLEE: Right.

22 COMMISSIONER TOLSON: Because we could not  
23 access the alleys. Either locked gates or because  
24 debris was so high.

1 COUNCILMAN GREENLEE: Right.

2 COMMISSIONER TOLSON: Part of this program,  
3 what we are doing is providing clearance of the  
4 materials. I should say to you to date, we have  
5 cleared 452 alleys using the Future Track interns  
6 and participants and removed from those alleys  
7 1.7 million pounds of debris. That has been a big  
8 problem in terms of accessing the alleys and being  
9 able to re-lamp them normally.

10 The Future Track interns are working along  
11 with our street lighting crews. They are using  
12 chainsaws and the like to chop down debris Future  
13 Track interns are removing. At the end of the  
14 day, it's providing a very nice work product.

15 COUNCILMAN GREENLEE: And last question for  
16 me right away is regular street lights, what is  
17 the time frame on getting those? If they are just  
18 a bulb, is it pretty quickly?

19 COMMISSIONER TOLSON: If it's just a bulb,  
20 it is fairly quickly. We are batching them. Be  
21 anywhere from between one day to maybe seven days,  
22 seven to ten. We are working as quickly as we  
23 can. Because of the batching process, some lights  
24 may not be done as quickly as others just because

1 if we've been in one area and then moved on, got  
2 to kind of cycle back through. It may be a  
3 lengthy response time.

4 COUNCILMAN GREENLEE: Okay.

5 COMMISSIONER TOLSON: The same thing had  
6 kind of occurred with the alley lighting program.  
7 Most of that was due to a lack of resources to  
8 take care of it. But we are now kind of breaking  
9 through the backlog and working through it very  
10 quickly.

11 COUNCILMAN GREENLEE: Okay. And I assume  
12 when there is wiring problems, then you have to  
13 interact with PECO on that?

14 COMMISSIONER TOLSON: If there's a wiring  
15 problem, it's more than just a change of a bulb,  
16 that does require work with PECO or further work  
17 on our own part. Maybe changing a pole or doing  
18 something with regard to adjusting wiring.

19 COUNCILMAN GREENLEE: Okay. Thank you.

20 Councilman Johnson.

21 COUNCILMAN JOHNSON: Sure. Thank you,  
22 Mr. Chair. I don't have a whole lot of questions,  
23 just more of a statement.

24 Just want to commend Ms. Clarena Tolson for

1 her service in serving in the capacity of the --  
2 you are moving on, correct?

3 COMMISSIONER TOLSON: Yes, sir.

4 COUNCILMAN JOHNSON: I want to make sure I  
5 am separating fact from fiction. You are moving  
6 on.

7 COMMISSIONER TOLSON: I am moving on from  
8 the Streets Department, yes.

9 COUNCILMAN JOHNSON: And so, I want to  
10 commend you for your service. Although I am new  
11 to Council, I've always respected your leadership.  
12 When I used to turn on the TV and I see our Mayor  
13 and his team and the snow, he got a city air  
14 jacket on. Then you step up to the mic and give  
15 us the run down on the weather.

16 But beyond that, the efficiency that your  
17 department has operated under your leadership,  
18 just wanted to let you know, I appreciate you. I  
19 wish you the best in your next position. As we go  
20 through AVI it's going to be pretty interesting.  
21 They picked the right person to be supportive to  
22 make sure we get things done in the right way.

23 So, it's just more of a statement. Just  
24 want to tell you to keep up the good work.

1           Who will be taking on your position? That  
2   I don't know.

3           COMMISSIONER TOLSON: I am happy to say  
4   Councilman that I appreciate your kind words. We  
5   have a wonderful team in the Streets Department.  
6   And those men and women work very hard on behalf  
7   of the City. My successor will be somebody who is  
8   on the team right now. His name is Mr. David  
9   Perry. He is the gentleman right here.

10          COUNCILMAN JOHNSON: Mr. Perry, oh, we did  
11   the meeting together in South Philly.

12          COMMISSIONER TOLSON: That's right.

13          COUNCILMAN JOHNSON: Passyunk Avenue.  
14   Okay.

15          COMMISSIONER TOLSON: That's right. I am  
16   sure in the meeting you found that he --

17          COUNCILMAN JOHNSON: He did a good job.  
18   Very hostile meeting. He did a.

19          COMMISSIONER TOLSON: He's a man of great  
20   integrity and he's a hard worker. Very trusted on  
21   the team right now. I am very happy for him in  
22   terms of the work he will do in the department.

23          COUNCILMAN JOHNSON: Okay. All right. I  
24   do have one technical question. You're doing a



1 great job with the lighting program which is  
2 pretty good and also the program where you partner  
3 with the Water Department. I think I came out off  
4 of 16th and Passyunk and participated. I think it  
5 was like pervious ground, yes. Good program.

6 Listen, this is like a running debate or  
7 question inside the community on constituent  
8 service level. Who owns an alleyway? Can we just  
9 state for the record who owns the alleyway?

10 I meet so many seniors that have issues  
11 with trees that is growing in the middle of the  
12 alley, and it's having an impact on their  
13 property. I am, like, left to say, well, you  
14 know, I was told it's private. But, you know, in  
15 some cases people have found ways to get their  
16 trees removed.

17 Can you just elaborate on that process.

18 COMMISSIONER TOLSON: Surely.

19 COUNCILMAN JOHNSON: So we will know how to  
20 move forward in my office constituent  
21 service-wise.

22 COMMISSIONER TOLSON: Yes. Alleyways are  
23 the private property of the adjacent property  
24 owners that have access and use of the alley. So

1 if it runs behind your house, at some point or  
2 another all the property owners are equally  
3 responsible for that alleyway. Maintenance  
4 includes removal of trees, debris and the like.

5 The City does have alley lights in many  
6 places. Some places it does not have alley  
7 lights. But in my places there are alley lights  
8 and we will maintain the alley lights. The work  
9 we are doing right now with Future Track is not an  
10 alley cleaning program. It's a street light,  
11 lighting program. In some alleys we have to clear  
12 them in order to get to the alley light so that we  
13 can do the repairs that in some cases have been  
14 dangerous. We have had down wires and the like.

15 But the maintenance and disposal or proper  
16 maintenance of an alley is responsibility of the  
17 adjacent property owners. As part of the program  
18 that we are doing right now with Future Track, we  
19 have developed educational materials to encourage  
20 people to maintain their properties regularly so  
21 that they cannot have challenges. So that means  
22 take care of fences that may be falling down,  
23 remove weeds and trees when they are small because  
24 they do grow up and they can cause damages to

1 properties. It's in the best interest of  
2 homeowners to take care of it. We are trying to  
3 educated and encourage them to do just that.

4 COUNCILMAN JOHNSON: Thank you.

5 COMMISSIONER TOLSON: Thank you, sir.

6 COUNCILMAN GREENLEE: Thank you Councilman.  
7 Councilwoman Sanchez.

8 COUNCILWOMAN QUINONES-SANCHEZ: Good  
9 afternoon. I also want to echo kind of the  
10 congratulatory, I think, situation to the Revenue  
11 Department. I do want to thank you. And I do  
12 look forward to working with Commissioner Perry  
13 and obviously continuing our work with  
14 Commissioner Don Carlton around some of the work  
15 that we do in the community.

16 I think this is one of those departments  
17 that when we look at the amount of work that you  
18 have to do, you have done a tremendous job in  
19 creating efficiencies and processes that are, you  
20 know, consumer friendly. So kudos to you. And I  
21 look forward to working with you at Revenue to  
22 bring some of those best practices over to the  
23 Revenue Department around customer service. You  
24 know, the work that you do is not clean and yet

1     you manage to provide a good face for it. I  
2     wanted to thank you for that.

3             I want to ask you about the Future Track  
4     Program and what are the next steps. I met with  
5     Eva Gladstein that came through the CEO's office.

6             What are the next steps for those  
7     participants? Are they going to be able to enter  
8     your kind of lottery situation for future  
9     employment? How are we tying them into permanent  
10    opportunities?

11            COMMISSIONER TOLSON: Surely. We are very  
12    excited about the Future Track Program. This is a  
13    vision of the Mayor to try to provide some level  
14    of stability in understanding to young people in  
15    our city who may not have had some direction or  
16    did not seem aimful in their processes.

17            We are building citizens. We are building  
18    future taxpayers. That is how we work with them  
19    with the notion of we want you to be future  
20    productive taxpayers in the City of Philadelphia.

21            As part of the program, we have -- there is  
22    a mentorship component where we are also working  
23    with the young folks to understand what job  
24    opportunities there are with all the kind of

1 governmental agencies whether they be SEPTA, the  
2 state, city as well as the private sector. We are  
3 also in dialogue with some union officials to try  
4 to develop opportunities for them to get into  
5 apprentice programs to go into the trades.

6 The goal of Future Track is to have people  
7 that move out of it to either go into the  
8 military, go to school or find a job. That is  
9 places where we want them to wind up as a result.  
10 We are happy to report that we have -- we have  
11 already seen one young person that we have kind of  
12 encouraged along to move off into the military.  
13 And we had several successes with people who have  
14 moved on to permanent employee -- employment.

15 What we do to encourage and coach them is  
16 to, one, certainly talk about the interviewing  
17 process and the expectations, but also how to look  
18 for jobs and how to kind of provide the fortitude  
19 and stand behind them with regard to purposely  
20 pursuing what they are going to be in this world.

21 They find it quite helpful. We have seen a  
22 major turnaround in a number of the young people.  
23 We are excited about that.

24 COUNCILWOMAN QUINONES-SANCHEZ: Cool.

1           COMMISSIONER TOLSON: Employment with the  
2 City, we're talking about city jobs and other  
3 jobs, as well.

4           COUNCILWOMAN QUINONES-SANCHEZ: Yeah, it  
5 would be nice. Earlier today we had Water  
6 Commissioner talk about 190-something positions  
7 there. They are spending quite a bit in  
8 apprenticeship programs. It would be nice to tie  
9 those folks into the situations.

10          COMMISSIONER TOLSON: I should add, we are  
11 in dialogue with Personnel Department about  
12 creating a feeder program for our surveyors  
13 through a program like Future Track. Where we  
14 will have people that come in kind of like  
15 technicians, apprentice technicians, lower level.  
16 Then kind of couch it from the standpoint of you  
17 got to achieve certain levels in order to at some  
18 point become an engineering aide which could then  
19 become something else and then something else.

20               It's definitely on apprentice level that we  
21 are looking.

22          COUNCILWOMAN QUINONES-SANCHEZ: Wonderful.  
23 One of the accomplishments that I believe have  
24 been important at least for me as a District

1 Council person has been our improved litter index.  
2 Really wanted to thank that team that continues to  
3 work with me on that issue in adding public trash  
4 cans. We really see the impact. I look forward  
5 to kind of our renewed -- I know we are back to  
6 the recycling struggle again. We are going to get  
7 there.

8 One area that is going to become important  
9 Commissioner Perry you should be aware of that I  
10 like to start exploring. We have ten EL stops  
11 that I share with President Clarke. The challenge  
12 with keeping those lights on underneath the EL  
13 particularly in those, you know, areas that we  
14 have safety issues.

15 One of the things in working with the  
16 Police Department and our new chief over at SEPTA,  
17 one of the things we've been talking about is the  
18 possibility of exploring lighting around the  
19 corners like SEPTA uses in lieu of these lights  
20 that, you know -- I know LEDs have helped. They  
21 are just expensive.

22 Really would want to look at can we come  
23 up -- I have asked commerce to look at if we came  
24 up with a capital program that is fixing some of

1 the corridors, we do some lighting against the  
2 walls and some of the buildings in lieu of  
3 underneath the El. That is something that we have  
4 done. Or is there some other model in the city  
5 that you have used maybe along Market Street with  
6 the goal of figuring out, one, is can we do it and  
7 how we maintain it and what it cost?

8 Again, it's a public safety feature for me  
9 particularly around the -- underneath the El.

10 COMMISSIONER TOLSON: You're describing  
11 what we call facade lighting. There is a facade  
12 lighting program that is in PECO right now that  
13 property owners can kind of engage that way.  
14 There are those that do it for safety purposes.

15 If you look on Broad Street, Temple  
16 University --

17 COUNCILWOMAN QUINONES-SANCHEZ: Yeah. I'm  
18 familiar with that. I want to expand that over to  
19 us. I know they are doing it. I think it's \$35  
20 and then there's a fee for electricity.

21 COMMISSIONER TOLSON: Correct.

22 COUNCILWOMAN QUINONES-SANCHEZ: I was  
23 thinking more as we do our street scapes and  
24 corridors where we are investing infrastructure.



1           COMMISSIONER TOLSON: What we have been  
2 doing under the El because we share that concern,  
3 the issue is that because of the vibration of the  
4 El, we are finding that fixtures have a difficult  
5 time standing up to that over time. We had a  
6 major boost in, I think, the police were very,  
7 very happy with what we did with some of the LED  
8 lighting.

9           Immediately, they saw some crime  
10 prostitution, it went away immediately. We are  
11 now testing new attachments or gaskets against the  
12 El between the fixture and the El to try to  
13 decrease the amount of vibration that the fixture  
14 feels to improve the longevity. The fixtures are  
15 fine. It's the vibration that really causes a  
16 problem.

17           I understand what you are saying in terms  
18 of trying to do it off of the fixture and the  
19 facade instead. We certainly can look at that as  
20 an issue. We certainly are open to -- we  
21 understand the problem. Trying to fix the problem  
22 of crime and the perception of crime in the area,  
23 but we will look at that with you.

24           COUNCILWOMAN QUINONES-SANCHEZ: Okay. I'd

1     like for the department to make some  
2     recommendations if we were going in that direction  
3     in terms of standardizing it. We are looking from  
4     a commerce perspective how we fund it, then the  
5     other thing is sustainability on that.

6             COMMISSIONER TOLSON: Yes.

7             COUNCILWOMAN QUINONES-SANCHEZ: I think --  
8     again, I see you -- we have those conversations  
9     all the time. I just think we need to find a long  
10    term solution and where we are making improvements  
11    for the police. I just see the SEPTA lighting as  
12    they fixed up some of those has made a tremendous  
13    impact to the extent that we can work with them to  
14    improve those walkways and those pathways.

15            As I said, there is ten El stops. It's  
16    massive. I don't foresee us being able to get  
17    these lights in every corner, but at least  
18    creating those safety corridors will be important.

19            That will be a project I look forward to  
20    working with you. Again, I am willing to put, you  
21    know, capital investment money in that in the  
22    first phase of that.

23            COMMISSIONER TOLSON: You will be in  
24    capable hands with Mr. Perry and Mr --

1 Commissioner Perry and Mr. Montenez, Rich Montenez  
2 who is the chief of traffic and street lighting.

3 COUNCILWOMAN QUINONES-SANCHEZ: Okay.

4 Thank you. Thank you, Mr. Chair.

5 COUNCILMAN GREENLEE: Thank you,  
6 Councilwoman.

7 Councilman oh.

8 COUNCILMAN OH: Thank you very much,  
9 Mr. Chairman.

10 Good afternoon, Commissioner.

11 COMMISSIONER TOLSON: Good afternoon, sir.

12 COUNCILMAN OH: I apologize for getting  
13 here later. If someone answered this already, I  
14 apologize.

15 The 95 percent increase for equipment to \$5  
16 million, what is the equipment that you are  
17 getting at this point in time?

18 COMMISSIONER TOLSON: The 95 percent  
19 increase in equipment. I misunderstood your  
20 question, Councilman. I'm sorry.

21 You're talking about increase in our  
22 special gas funding?

23 COUNCILMAN OH: I'm not sure. I just have  
24 it as Class 400 increase from -- Class 400

1 equipment increase from 2.6 million in 2014 to  
2 5.2 million in 2014. I just wondered what  
3 equipment is the Streets Department purchasing.

4 COMMISSIONER TOLSON: Yes. Okay. I am  
5 sorry. I misunderstood what you're asking  
6 earlier, not that you didn't say it properly, I  
7 didn't hear it properly.

8 The equipment used in the Streets  
9 Department is very heavy trucks, particularly  
10 large trucks. So, for example, a compactor may  
11 cost \$160,000/\$200,000. A bucket truck that is  
12 used by a street light or traffic engineering to  
13 raise the employees that do repairs overhead, it's  
14 approximately \$175,000. When you get the things  
15 like backhoes and pippins and front end loaders,  
16 all that equipment has a fairly large expense to  
17 it.

18 We -- because we are doing so much, I will  
19 call it, construction work on the street or maybe  
20 construction is not the word, public works duties  
21 on the street, we are heavily reliant upon  
22 equipment in order to do the job. Crews that  
23 don't have the proper bucket truck or lift or  
24 paver equipment roller cannot do the work. It's

1 not all manual. It's very heavily laden upon  
2 equipment.

3 COUNCILMAN OH: Thank you. When does this  
4 equipment need to be replaced typically? Every  
5 how many years?

6 COMMISSIONER TOLSON: It varies by type of  
7 equipment. So, we may have some equipment in  
8 highways, I think. We have some rolling stock  
9 that is '92/'93.

10 COUNCILMAN OH: So, they last pretty long  
11 time.

12 COMMISSIONER TOLSON: No, they don't last a  
13 long time. We just have it a long time.

14 COUNCILMAN OH: Okay. We just had a long  
15 time. Okay. Pretty good. Thank have you very  
16 much. That answers my questions.

17 COUNCILMAN GREENLEE: Thank you,  
18 Councilman.

19 Councilman Henon.

20 COUNCILMAN HENON: Thank you, Mr. Chairman.  
21 Commissioners, Deputy Commissioner how are you.  
22 Congratulations, Mr. Perry.

23 MR. PERRY: Thank you.

24 COUNCILMAN HENON: I am not sure if it's

1     congratulations or not to you Commissioner Tolson,  
2     but good luck.

3             COMMISSIONER TOLSON:  Thank you so very  
4     much.

5             COUNCILMAN HENON:  I have a few questions  
6     regarding flashing lights in regard to school  
7     flashing lights.

8             So in -- I am going to speak to my  
9     district.  I am sure with the closing of a lot of  
10    the Catholic schools, you know, in the City of  
11    Philadelphia, you know, there are flashing lights  
12    either working or not working in schools that are  
13    closed.

14            Has the Department ever thought about  
15    reusing them in other areas where there may be  
16    requests?

17            COMMISSIONER TOLSON:  Yes, sir, we do.

18            COUNCILMAN HENON:  You do?

19            COMMISSIONER TOLSON:  Yes.

20            COUNCILMAN HENON:  What's the backlog for  
21    flashing light requests for schools?

22            COMMISSIONER TOLSON:  I will get that exact  
23    number for you.  Off the top of my head, I want to  
24    say the number is under ten but I want to confirm

1     that. The number is under ten, I believe. We  
2     have six on backlog.

3             COUNCILMAN HENON: Six on backlog.

4             COMMISSIONER TOLSON: Yes.

5             COUNCILMAN HENON: That's pretty good. If  
6     I can be helpful in identifying some of the school  
7     flashing lights that aren't being used, I will  
8     just contact the office.

9             COMMISSIONER TOLSON: Absolutely.

10            COUNCILMAN HENON: I think re-purposing the  
11    light somewhere else where it's needed I think  
12    will speed up the process.

13            COMMISSIONER TOLSON: And save money.

14            COUNCILMAN HENON: And save money. They  
15    are not cheap. I know that. So, the -- how does  
16    the Department determine which intersections  
17    warrant pedestrian countdown signals?

18            COMMISSIONER TOLSON: I am going to let Mr.  
19    Perry answer the details on that. We have done  
20    many conversions for the countdown signals. We  
21    are still expanding the program to additional  
22    areas. It does require a significant amount of  
23    resources. But I will let him discuss the  
24    requirements, exact requirements for that.

1           MR. PERRY: Good afternoon, Councilman.  
2     Dave Perry, Deputy Commissioner for  
3     Transportation.

4           For the intersections that are requested to  
5     have the pedestrian countdown signals, we do a  
6     traffic study on that intersection. If it meets  
7     specific warrants, then the pedestrian signals are  
8     installed. I can give you more detail -- I will  
9     consult with our chief traffic engineer and  
10    provide you with the details on exactly how that  
11    is done.

12          COUNCILMAN HENON: All right. We can  
13    absolutely talk offline. You know, in terms of  
14    traffic studies and requests, is there a backlog  
15    on studies? And have these studies actually  
16    found -- what percentage of the studies were  
17    turned out to be produced into an actual traffic  
18    light or stop signs?

19          COMMISSIONER TOLSON: We regularly do work  
20    with regard to traffic studies and evaluations for  
21    all types of signage whether -- all type of  
22    controls, whether they be request for crosswalks,  
23    or signals, signs, stop signs and the like,  
24    flashers. All requiring the same staff to go out



1 and physically do an evaluation of an area, the  
2 uses in the community as well as pedestrian and  
3 vehicle and the like.

4 I don't know the exact number that result  
5 in success, but they kind of -- they follow a  
6 series of warrants to determine should something  
7 be installed or should it not be installed. There  
8 is no percentage that we look at in terms of a  
9 goal. We don't say that we want to do 50 percent  
10 of all the requests. It's just whatever meets --

11 COUNCILMAN HENON: Obviously, you can have  
12 requests that may not be warranted.

13 COMMISSIONER TOLSON: Yes. We will get you  
14 the number that you're asking.

15 COUNCILMAN HENON: A percentage.

16 COMMISSIONER TOLSON: Sure.

17 COUNCILMAN HENON: The only reason I ask is  
18 I am trying to get to, you know, my office has  
19 requested numerous studies and still haven't  
20 received. I don't know if there is a backlog. If  
21 there is a backlog, I can understand that.

22 COMMISSIONER TOLSON: Mr. Perry is going to  
23 answer that right now.

24 COUNCILMAN HENON: Do you go by the same

1 standards or determinations that PennDOT may use  
2 for their studies?

3 MR. PERRY: Yes. Councilman, we follow the  
4 PennDOT standards for determining the warrants.  
5 Approximately 10 percent of the studies result in  
6 the countdown signals being installed. And we  
7 currently have about a backlog of approximately a  
8 hundred studies to complete.

9 COUNCILMAN HENON: That is countdown. Just  
10 traffic signal or stop sign, it seems like some of  
11 the requests for studies that my office request  
12 resulted in not being warranted. I am just  
13 curious on the process.

14 COMMISSIONER TOLSON: Right. We will get  
15 you the information.

16 COUNCILMAN HENON: These requests come from  
17 an overwhelming amount of calls and interest from  
18 the communities.

19 COMMISSIONER TOLSON: Yes.

20 COUNCILMAN HENON: For safety reasons of  
21 course. I absolutely understood you take --  
22 that's first and foremost under consideration when  
23 you do the studies. Maybe we can, you know, catch  
24 up offline and understand the process a little

1 more on -- on what we're looking for and what is  
2 warranted, you know, per PennDOT standards.

3 MR. PERRY: Absolutely.

4 COUNCILMAN HENON: Because I am 0 for  
5 whatever requests. Thank you.

6 COUNCILMAN GREENLEE: Okay. Thank you,  
7 Councilman.

8 Councilwoman Sanchez.

9 COUNCILWOMAN QUINONES-SANCHEZ: Thank you.  
10 I want to go to, one, make a request. It came up  
11 yesterday during the public testimony again around  
12 the trash fee.

13 I know initially the trash fee was set to  
14 bring in about 12 million. It's only bringing in  
15 around 7.5. This year the goal is like 10 and you  
16 will have to deal with it in your next job. But  
17 it would be -- I want to make a request that for  
18 the Chair that we get the trash fee broken down by  
19 owner-occupied, small commercial. I'm  
20 particularly concerned around the small  
21 commercials.

22 They are getting hit twice on AVI and U&O.  
23 The trash fee is one area where we have had people  
24 express some concern. If you can just kind of

1 breakdown for us what are we getting from who so  
2 that we can look at it in terms of a number.

3 COMMISSIONER TOLSON: Yes.

4 COUNCILWOMAN QUINONES-SANCHEZ: There is an  
5 interest by me and a couple of colleagues who have  
6 had complaints around the owner-occupied ones,  
7 particularly in the Northeast. Seniors who may be  
8 or families who may have their senior relative  
9 mother or father living. That \$300 is a big  
10 number. We would like to look at it so we're  
11 making an intelligent kind of decision around  
12 where we're going.

13 In terms of our -- I know we have to  
14 register a trash can and neighborhoods. This came  
15 up recently in a community meeting that I had.  
16 When people registering their trash cans, how are  
17 we -- what is our rate of increasing of  
18 neighborhood public trash cans as a City? Are we  
19 looking at that? One of the frustrations for  
20 folks is I want to put a trash can in front of my  
21 house, but then I don't want to get a ticket.

22 Are we looking as we get more efficient in  
23 our collections to add public trash cans along?  
24 That is something that's been real important to

1 me.

2 COMMISSIONER TOLSON: Public trash cans can  
3 be a blessing and a curse. We have a program with  
4 our block captain program where people can adopt a  
5 basket and put a can outside their home. We  
6 oftentimes find that people once they adopt the  
7 basket want to give it back because their  
8 neighbors or people in the community bring their  
9 trash to that can. And it becomes a illegal  
10 dumping spot in short order because household  
11 trash comes out.

12 They are intended for pedestrian waste, but  
13 then people abuse it. We find that same problem  
14 even with our big belly cans we have in commercial  
15 corridor. Those corridors that are near  
16 residential properties have a very high abuse  
17 rate. They wind up being just as messy as the  
18 open trash can. We were always open to the  
19 dialogue to figure out a solution for it, but  
20 absent probably a camera on every can to get those  
21 who are offenders, it's a big struggle.

22 I have always encouraged people who want a  
23 trash can outside their home to think twice  
24 because it can be a very, very bad situation.

1 COUNCILWOMAN QUINONES-SANCHEZ: When do we  
2 revisit or do you as a department -- for instance,  
3 we have kind of emerging areas. Take Castor  
4 Avenue, for instance. Much more businesses along  
5 the residential, Rising Sun Avenue. Do we kind of  
6 revisit those places and say we need to add  
7 because there is an increase in pedestrian flow?  
8 How do you do that as an department?

9 If we have suggestions, there are some of  
10 those recommendations around some of those where  
11 they are not official corridors, may not even be  
12 funded as corridors, but kind of emerging places  
13 where you see some of those complaints.

14 COMMISSIONER TOLSON: Correct. We do work  
15 with Commerce Department. We work with City  
16 Council members to talk about emergent areas. The  
17 one you just mentioned Castor is on the list to  
18 receive some containers this spring.

19 COUNCILWOMAN QUINONES-SANCHEZ: Okay.

20 COMMISSIONER TOLSON: So, we would be  
21 putting out another few dozen worth of containers  
22 that we have identified in collaboration with  
23 Commerce where pedestrian activity may not have  
24 been as strong. We started with big delis a

1 couple years ago. Now it is. So, we will be  
2 looking at Castor from Robbins North as a place  
3 where we do some placements.

4 COUNCILWOMAN QUINONES-SANCHEZ: Okay.  
5 Good. That is one of the areas that kind of came  
6 up.

7 Lastly, because I had this conversation  
8 with the Water Department offline, what do we do  
9 with these nonfunctioning fire hydrants? Nobody  
10 wants to own them because nobody wants to remove  
11 them. What are we doing?

12 COMMISSIONER TOLSON: I will gladly have a  
13 conversation with Water Department to determine  
14 who has them and to figure out what to do with  
15 them.

16 COUNCILWOMAN QUINONES-SANCHEZ: There's a  
17 backlog of them. And so, I know that it's sort of  
18 like, you know, it's a streets encroachment kind  
19 of and then it's the Water Department. I would  
20 like for us to -- the departments to figure it out  
21 so that we can kind of submit this backlog.

22 COMMISSIONER TOLSON: I have never heard  
23 that as an issue. I will gladly follow up.

24 COUNCILWOMAN QUINONES-SANCHEZ: We invested

1     \$5 million in the Centro de Oro. And there was a  
2     list of fire hydrant that were not in use, they  
3     were not removed. We did construction around them  
4     and that was sad.

5             COMMISSIONER TOLSON: Right.

6             COUNCILWOMAN QUINONES-SANCHEZ: We still  
7     have them, so --

8             COMMISSIONER TOLSON: We will work with  
9     Water and with Fire Department to make sure that  
10    we are all as a city to figure out what our issues  
11    are and resolve it. That is something that the  
12    citizen shouldn't have to worry about or Council.  
13    We have to figure that out.

14            COUNCILWOMAN QUINONES-SANCHEZ: Thank you,  
15    Mr. Chair.

16            COUNCILMAN GREENLEE: Thank you,  
17    Councilwoman. Before I recognize Councilwoman  
18    Blackwell. To back up your point Commissioner, I  
19    had a neighbor who begged for one of those trash  
20    cans and then begged about a month later to get  
21    the heck off my sidewalk. I know exactly what you  
22    mean.

23            Councilwoman Blackwell.

24            COUNCILWOMAN BLACKWELL: Thank you. Just



1 two questions.

2 Thank you first for the work that you do.  
3 We like having our new and old commissioners. And  
4 as you know, we will definitely be in touch.

5 Did you get my letter, Commissioner? I  
6 know you laughed because as soon as I heard she  
7 was moving up, I asked her every question I had  
8 for her as commissioner.

9 But we've been getting calls from people  
10 who have -- who get fined for trash collection  
11 fee. Is there anyway we can set up an agreement,  
12 like, say they are fined \$300. Not complaining,  
13 but they can't pay it all at one time. Can they  
14 make an agreement?

15 COMMISSIONER TOLSON: People do make  
16 partial payments. Over time, if they were to  
17 reach the \$300.

18 COUNCILWOMAN BLACKWELL: We will let them  
19 know that's possible.

20 COMMISSIONER TOLSON: We don't have a  
21 payment plan, per se. But some people do come in  
22 and make partial payments.

23 COUNCILWOMAN BLACKWELL: They just pay as  
24 they can until they pay it up.

1 COMMISSIONER TOLSON: Correct.

2 COUNCILWOMAN BLACKWELL: Okay. Number two,  
3 we've been concerned for the last, I guess, year  
4 or two with regard to the Streets Department  
5 budgeting, allocating about 3 million of a  
6 separate budget item to deal with retaining walls.  
7 So we talked about this last year, as well.

8 Do you have any idea where we are on that  
9 matter?

10 COMMISSIONER TOLSON: No, I do not. There  
11 currently is no funding in our budget to address  
12 retaining walls.

13 COUNCILWOMAN BLACKWELL: We want it to be  
14 separate. We know you can't take from what you  
15 have. We have been talking about the  
16 Administration having a separate budget just  
17 enough to deal with the citywide emergencies, a  
18 few a year, to get us in front of the eight ball.

19 Because as you all know, it's an emergency  
20 and it's a problem. People can't pay and be fined  
21 25,000 a house and that sort of thing. Seniors  
22 who are living in houses and have for many years.  
23 We really, really -- Mr. President, I will mention  
24 that to you as one of the issues to talk about.

1 We really need a separate budget for those  
2 retaining walls. Alleys and retaining walls.

3 Thank you.

4 COMMISSIONER TOLSON: Thank you, ma'am.

5 COUNCILMAN GREENLEE: Thank you  
6 Councilwoman.

7 Councilman Henon.

8 COUNCILMAN HENON: Thank you, Mr. Chair.  
9 Hello again. Just a quick question. Few  
10 questions on trash out early.

11 COMMISSIONER TOLSON: Yes.

12 COUNCILMAN HENON: Thank you for your  
13 cooperation in pilot program with the trash out  
14 early. I hope we can talk offline about some of  
15 the datasets and the results and successes of that  
16 program.

17 COMMISSIONER TOLSON: Yes.

18 COUNCILMAN HENON: How long has the Street  
19 Department actually had the ability to fine people  
20 for putting their trash out early?

21 COMMISSIONER TOLSON: About twenty years.

22 COUNCILMAN HENON: Twenty years?

23 COMMISSIONER TOLSON: I will say twenty-two  
24 years at this point.

1 COUNCILMAN HENON: How did we try to change  
2 behavior prior to that? Do you recall? Twenty  
3 years is a long time.

4 COMMISSIONER TOLSON: We did not have an  
5 enforcement on it at the time. Sometimes, you are  
6 correct. When you look back over time, we can't  
7 remember how bad Kensington Avenue was. It's not  
8 where it should be, where it could be. But those  
9 who may have been around for a long time or paid  
10 attention, Kensington Avenue was really bad.  
11 Very, very dirty. Trash out all the time every  
12 day of the week. Same thing was there at 52nd  
13 Street and some of the other major corridors.

14 SWEEP, the program that is our enforcement  
15 arm, is the one that cleaned that up. They worked  
16 with the community groups, worked with Commerce  
17 Department and individual businesses to bring an  
18 understanding with regard how people need to  
19 respond to the sanitation code.

20 COUNCILMAN HENON: All right. Great. I am  
21 just going to request some information that you  
22 can provide to the Chair at another time, I am  
23 sure. How much revenue is generated annually from  
24 trash out early fines? It would be FY11, '12 and

1 '13. Also, the number of CVNs that were issued  
2 broken out to Council districts.

3 I see -- we're seeing some disparity  
4 between the highest issued CVNs and the lowest  
5 district CVNs, like, 4,500 total, you know, in the  
6 highest issue like I said, Council District, and  
7 the lowest in the 17th-month period that I have  
8 noticed. I am just curious on the disparities  
9 what that would be. I don't know if it's  
10 geographic reasons or if it's enforcement reasons.

11 Do you handle a certain area more, like,  
12 SWEEPS, like you go through, hey, we're going to  
13 concentrate in this section or a few ZIP codes or  
14 you just haven't completed the full circle.

15 COMMISSIONER TOLSON: Correct. We do cycle  
16 through. Yes, you're right.

17 COUNCILMAN HENON: You do cycle through?

18 COMMISSIONER TOLSON: We have used multiple  
19 strategies. We will cycle through in some  
20 communities based upon the issue may be pressing.  
21 If we are working on recycling, let's say, want to  
22 increase the recycling rate, we will go to where  
23 the recycling is not as good and deal with  
24 enforcement issues in that area.

1           On the same hand, we do have a staff  
2 assigned through the city, so they work citywide.  
3 There is no one place that you stay focused on.  
4 It's citywide effort and it's also not complaint  
5 driven, but it does respond to complaints from  
6 citizens about neighbors.

7           COUNCILMAN HENON: Right. Then you have  
8 a -- that would explain the disparities.

9           COMMISSIONER TOLSON: Yes.

10          COUNCILMAN HENON: In the CVNs.

11          COMMISSIONER TOLSON: Correct.

12          COUNCILMAN HENON: I forgot to add if you  
13 would please in those years of revenue generated,  
14 can you also had the \$300 commercial fee.

15          COMMISSIONER TOLSON: Sure.

16          COUNCILMAN HENON: And have it broken down  
17 the same way?

18               In your survey, you had indicated that you  
19 noticed an increase in scavenger activity. Can  
20 you explain in between certain hours seven to ten  
21 during the pilot program, how was this measured?

22               Did you have people out in the street --

23          COMMISSIONER TOLSON: We do --

24          COUNCILMAN HENON: -- who witnessed it or

1 complaints?

2 COMMISSIONER TOLSON: Both. We have  
3 supervisors, crew chiefs who are on the street who  
4 are very observant about trash activity and kind  
5 of the cultural issues that go along with it as  
6 well as SWEEP officers as well as complaints.

7 Some communities, people do not enjoy  
8 having the scavengers remove their materials  
9 whether they be, say, an old refrigerator or the  
10 metals from the recycling bin. They do complain  
11 about that. But it is a mixed way that we receive  
12 the information.

13 COUNCILMAN HENON: You have supervisors  
14 and --

15 COMMISSIONER TOLSON: Supervisors and SWEEP  
16 officers.

17 COUNCILMAN HENON: SWEEP officers on the  
18 street?

19 COMMISSIONER TOLSON: Yes.

20 COUNCILMAN HENON: Between seven and ten at  
21 night?

22 COMMISSIONER TOLSON: Oh, at night. I  
23 thought you were talking in the morning.

24 COUNCILMAN HENON: Yeah. Seven p.m. to ten

1 p.m.

2 COMMISSIONER TOLSON: That's more likely to  
3 be citizen complaints then. That was citizen  
4 complaints, then. I'm sorry. I thought you meant  
5 in the morning.

6 COUNCILMAN HENON: Okay. Strictly  
7 complaints.

8 How large was your sample for the survey?

9 COMMISSIONER TOLSON: We will get the  
10 information for you. Just in the demographic  
11 that -- where we applied the pilot.

12 COUNCILMAN HENON: Just so I can get an  
13 idea of how systemic it is or how -- you take a  
14 look at the -- you had the dataset.

15 COMMISSIONER TOLSON: Right.

16 COUNCILMAN HENON: Numbers speak for  
17 itself. It tells a story in its own.

18 COMMISSIONER TOLSON: That also will be  
19 cyclical based upon the value of materials. You  
20 will find that when the secondary market is down,  
21 people don't scavenge as much. When the materials  
22 are more precious, people will scavenge.

23 COUNCILMAN HENON: Look forward to sitting  
24 down with you and going over some of the results



1 from the pilot program.

2 COMMISSIONER TOLSON: They have to be  
3 looked at in total because no one indicator gives  
4 you the final answer.

5 COUNCILMAN HENON: Obviously. Thank you.  
6 No further questions.

7 COUNCILMAN GREENLEE: Thank you.  
8 Councilwoman Sanchez.

9 COUNCILWOMAN QUINONES-SANCHEZ: One last  
10 thing. So in Juniata -- and I know Councilman  
11 Henon happened to send out an email this week  
12 about this -- the signs that are being posted all  
13 over junk cars, you know, all these sales kind of  
14 thing. I know there is an issue between L&I  
15 issuing tickets, the uncollectibility of these  
16 tickets. They use these burn phones and stuff.

17 Has the Streets Department thought about  
18 what could our strategy be for that? That is so,  
19 so bad. At Juniata this week, the Juniata Action  
20 Committee -- the residents collected 2,000 signs.

21 COMMISSIONER TOLSON: 2,000 signs off of  
22 cars?

23 COUNCILWOMAN QUINONES-SANCHEZ: Off of  
24 poles, the ones saying cars for sales, things for

1 sale. This is getting, like, out of control. Any  
2 thoughts about what we could be doing other than  
3 telling residents take them down? I actually have  
4 a picture -- I know I sent it to Commissioner  
5 Carlton Williams. I almost ran a guy over.

6 Took one of this guy, followed him and  
7 stopped him. What can we do about that?

8 COMMISSIONER TOLSON: It is challenge,  
9 Councilwoman, because people are looking for easy  
10 and cheap ways to advertize their product or to  
11 sell their services. We have had a collaborative  
12 effort with the Managing Directors Office, the BAA  
13 and License and Inspection to try to address some  
14 of it. It's very, very difficult to get a handle  
15 on.

16 I'm sorry to say I don't have the answer  
17 for it now. We can certainly continue that  
18 dialogue with you about the cars you're talking  
19 about and also with the departments about how do  
20 we address this as an issue.

21 COUNCILWOMAN QUINONES-SANCHEZ: I think we  
22 are going to -- outside of -- some department is  
23 going to have to start taking these down.  
24 Residents are getting really, really, really

1 frustrated with this. Somebody is going to have  
2 to become responsible. We are going to -- you  
3 know, just like graffiti, we're going to have to  
4 beat them at their own game. So we wear them  
5 down. They surely have worn us down around this.

6 This is something that we need to think  
7 outside the box what are we going to do with it.  
8 right now I can ride up 2nd Street, 5th Street,  
9 Front Street and I can count hundreds of these.

10 COMMISSIONER TOLSON: Right. We have spent  
11 a lot of time chasing down signs whether it be the  
12 signs posted in the middle of the Boulevard, you  
13 know, all the furniture stores have signs that  
14 they have put into the grass areas.

15 We have even had a pilot at one point that  
16 we tested with SWEEP, L&I and BAA where we were  
17 tracing all the telephone numbers and calling the  
18 phone numbers. Even at some point, trying to do  
19 multiple calls to the numbers.

20 COUNCILWOMAN QUINONES-SANCHEZ: Yeah.  
21 Those are burn phones. As soon as you call them  
22 up, you know, they have another number. That is  
23 why they have to go back the next day and repost  
24 up a different number. We are losing that. We

1 really need to think about what we're going to do  
2 with that.

3 I know, for instance, there is going to be  
4 continuing press coverage from some of the  
5 neighborhood papers around this. Folks in Juniata  
6 and Frankford are just frustrated. They're going  
7 up all over. I had a block captain who called me  
8 up and says I have 500 in my trunk. You want to  
9 see them. We have to do something.

10 We need to come up with something  
11 especially as spring springs up and people are  
12 riding the streets. There has to be something  
13 that we can do about that.

14 COMMISSIONER TOLSON: We agree with you.  
15 The challenges as soon as they are taken down,  
16 they are put back up.

17 COUNCILWOMAN QUINONES-SANCHEZ: Issuing the  
18 tickets hasn't worked. The collection rate on the  
19 tickets is just --

20 COMMISSIONER TOLSON: Issuing the ticket  
21 didn't work.

22 COUNCILWOMAN QUINONES-SANCHEZ: You knew --  
23 you don't want to see a 98 percent uncollectible  
24 rate on an item. We don't want to see that.

1           COMMISSIONER TOLSON: Making phone calls to  
2 the line and render them ineffective didn't work.  
3 Many of them are not legal businesses in the city,  
4 so there really is one of those problems here.  
5 Communities, at the end of day, are going to be  
6 the front line to say we don't want it in our  
7 communities. Make sure we don't call them. Or  
8 sometimes just ripping them down as they see fit  
9 because they are a blight to the community.

10           COUNCILWOMAN QUINONES-SANCHEZ: And they re  
11 illegal, right?

12           COMMISSIONER TOLSON: That's correct.

13           COUNCILWOMAN QUINONES-SANCHEZ: Thank you.

14           COUNCILMAN GREENLEE: Thank you. Being no  
15 further questions, thank you all so very much.

16           COMMISSIONER TOLSON: Thank you so much.

17           COUNCILMAN GREENLEE: Again, good luck in  
18 the future, your various future endeavors. Thank  
19 you.

20           Our next department is Department of Public  
21 Property.

22           (Public Property Department Panel makes  
23 way to Witness table.)

24           COUNCILMAN GREENLEE: Commissioner, your

1     buzzer went off already. Your time is finished.

2             Good afternoon. Only about two and a half  
3     hours behind schedule. It's okay.

4             COMMISSIONER COLLINS-GREENWALD: So this  
5     should be really quick.

6             COUNCILMAN GREENLEE: Yeah. Again, we have  
7     your testimony. It will be part of the record.  
8     If you can give a brief summary and then whatever  
9     question there may be.

10            COMMISSIONER COLLINS-GREENWALD: I will  
11     indeed. You ready?

12            COUNCILMAN GREENLEE: Pardon me?

13            COMMISSIONER COLLINS-GREENWALD: You ready?

14            COUNCILMAN GREENLEE: Go please. Just  
15     identify yourself, obviously.

16            COMMISSIONER COLLINS-GREENWALD: Good  
17     afternoon, Council President Clarke, Councilman  
18     Greenlee and Members of City Council. I am  
19     Bridget Collins-Greenwald, Commissioner of the  
20     Department.

21            COUNCILMAN GREENLEE: Hold on one second,  
22     Commissioner. If I could ask everybody to be  
23     quiet as they leave, please. Hard to hear in  
24     here.

1           COMMISSIONER COLLINS-GREENWALD:   Would have  
2   stopped there.

3           COUNCILMAN GREENLEE:   All right.   That was  
4   brief.

5           COMMISSIONER COLLINS-GREENWALD:   Yeah.  
6   Really brief.

7           Commissioner of Department of Public  
8   Property.   With me today are Deputy Commissioners  
9   Gary Knappick, Joe Palantino and John Herzins.   It  
10   is a pleasure to appear before City Council today  
11   in support of Public Property's Budget Request for  
12   Fiscal Year '14.   The Department of Public  
13   Properties proposed FY14 Budget request totals  
14   \$204,591,593 in all funds.   An increase of  
15   0.7 percent of our Fiscal Year '13 estimated  
16   obligation.

17          This increase includes funding for the  
18   preventive maintenance team to bring the  
19   department's funding for this purpose up to  
20   industry standards.   Based on the department's  
21   available contracting opportunities in FY13, our  
22   participation goal was 39 percent.   Currently, we  
23   are at 69.6 percent far exceeding that goal.

24          In FY13, the Department initiated its

1     Budgeting Preventive Maintenance Program.   If  
2     approved in FY14, we will enhance this program  
3     with an additional 13 positions for a total over  
4     the two-year period of 29 additional building  
5     maintenance and trades positions.

6             This program will allow for regularly  
7     scheduled preventive maintenance such as service  
8     to heating, cooling, electrical and plumbing  
9     building systems. It's anticipated that the  
10    success of this program will improve energy  
11    efficiency, increase the level of service for  
12    tenants and protect the City's capital investments  
13    lowering the need for expending capital funds on  
14    deferred maintenance and also decreasing the need  
15    to expend overtime funds on emergency repairs.

16            The Department continues to provide space  
17    planning service to City Council and a number of  
18    City departments with over 40 active projects  
19    during FY13. Since December 2011, the Department  
20    has implemented a total of 27 Council space  
21    renovations. And one of our largest planning  
22    efforts to date has been the relocation of the  
23    Revenue Department -- the reorganization of the  
24    Revenue Department in order to accommodate the



1 relocation of the Law Department's tax attorneys  
2 from One Parkway to the MSB. It is anticipated  
3 this move will include the synergy of the units as  
4 they include the tax collection process.

5           The Department is also in discussion with  
6 Office of Human Resources to establish an  
7 apprenticeship program to enhance our maintenance  
8 program. We feel a partnership with the School  
9 District to recruit high school students to fill  
10 our entry level trades positions in conjunction  
11 with our strong mentorship program with our  
12 veteran staff will enhance our ability to recruit  
13 and retain qualified trades workers. Preliminary  
14 meeting with the School District will take place  
15 in mid April.

16           I now close my testimony and would like to  
17 take the testimony to thank Council for their  
18 continued support of the Department of Public  
19 Property. Should any Councilmember wish to engage  
20 in further discussion on any of these matters, my  
21 staff and I are happy to meet with you  
22 individually.

23           COUNCILMAN GREENLEE: Okay. Thank you,  
24 Commissioner. That was very concise. Thank you.

1           Just one quick question from me. We talked  
2 about -- you and I have talked about the security  
3 in the building and also kind of coupled with the  
4 possibility of having another entrance where the  
5 public can come in. Because sometimes you get  
6 real backed up down in this corner. And, you  
7 know, nobody is coming anywhere else.

8           On either or of those subjects, can you  
9 briefly say what, if any, plans there are?

10           COMMISSIONER COLLINS-GREENWALD: Oh,  
11 absolutely. We actually were able to -- as you  
12 and I discussed, there was a plan put in place  
13 back in 2006 when we started the Office of  
14 Emergency Management and it was never implemented.  
15 We've been able to dust off that plan. Actually,  
16 add a little bit to it. What we are doing now is  
17 we have to cost it out to see what it will do.

18           Absolutely, what we have discussed is maybe  
19 a different entranceway or actually staggering the  
20 way you can get into City Hall. It would include  
21 much higher security measures, metal detectors,  
22 wandering, whatnot, not just the sign in.

23           COUNCILMAN GREENLEE: Okay.

24           COMMISSIONER COLLINS-GREENWALD: And come

1     into the building. We are moving on it. And I  
2     actually will be talking to you individually, I  
3     want to run some things by you on some of the more  
4     details.

5             COUNCILMAN GREENLEE: We can hear that  
6     more. I just wanted to bring that up.

7             COMMISSIONER COLLINS-GREENWALD: We are  
8     still on it.

9             COUNCILMAN GREENLEE: Thank you. There any  
10    questions? Somehow, I thought Councilman Henon  
11    would have a question as Chair of Public Property.  
12    I was trying to get you by. You were reading  
13    something there.

14            COMMISSIONER COLLINS-GREENWALD: Thank you  
15    Councilman Greenlee for trying.

16            COUNCILMAN HENON: Commissioner, how are  
17    you?

18            COMMISSIONER COLLINS-GREENWALD: Good. How  
19    are you?

20            COUNCILMAN HENON: Deputy Commissioners,  
21    good to see you here. I know it's been a very  
22    busy year.

23            COMMISSIONER COLLINS-GREENWALD: Yes.

24            COUNCILMAN HENON: With task force. I have

1 some questions just to follow up on several of our  
2 conversations that we have had. So, interested on  
3 making sure that other people are aware of, you  
4 know, some of the things that the Public Property  
5 is doing to try to make itself a lot more  
6 efficient in many areas.

7 We have had a lot of conversations about  
8 the utility charges that have been incurred in the  
9 amount of spaces that we lease and the efficiency  
10 of it. So, your department is undertaking some of  
11 these initiatives to lower the expenses and to, I  
12 guess, to utilize spaces in a much more efficient  
13 way. Can you speak on that a little bit?

14 COMMISSIONER COLLINS-GREENWALD: Sure. I  
15 can elaborate on a couple fronts. One being, we  
16 are involved in and your staff is involved with us  
17 as well, on the Facilities Management Task Force,  
18 which is chaired by Tom Knox. In that, actually,  
19 we are winding up and coming toward the end of  
20 that project, I guess you can call it. That  
21 committee is actually winding up. We should have  
22 a report issued in August.

23 In that report we are looking at space  
24 utilization. We are developing an RFP model for

1 leases which incorporates energy efficiency into  
2 our leases. We have a model that's based on input  
3 from real estate experts and brokers throughout  
4 the city that are actually participating in the  
5 task force. We actually have a utility  
6 subcommittee where we will be making  
7 recommendations on how we can overall lower our  
8 energy cost and our utilities cost.

9 This is actually in conjunction with the  
10 partnership we already have with the Esco that we  
11 hired that actually you have seen in City Hall I'm  
12 sure. We are doing minor, minor adjustments  
13 throughout the building where we are trying to  
14 make things more efficient. You will notice  
15 lighting.

16 COUNCILMAN HENON: Right.

17 COMMISSIONER COLLINS-GREENWALD: Some of  
18 the things in the restrooms and whatnot. We are  
19 moving forward on a lot of these issues to  
20 actually utilize our space better. Now we are in  
21 the being lease versus own conversation. That  
22 will be our final recommendation in this task  
23 force.

24 COUNCILMAN HENON: Great. Also, you know,

1     it's been a high priority and topic of  
2     conversation about the tracking and maintenance of  
3     our capital projects in the lack of -- in previous  
4     years, the lack of investment in the IT in systems  
5     to actually show when our systems are due to be,  
6     you know, preventively maintenance instead of  
7     bandaid fixing. We put in a lot of maintenance  
8     priorities, I guess, you know -- basically, you  
9     know, as things, you know, break. Instead of  
10    knowing, you know, the timeline, you know, with a  
11    good system program for -- for regular maintenance  
12    and wear and tear.

13             So you -- are you working on something  
14    along those lines?

15             COMMISSIONER COLLINS-GREENWALD: I can  
16    elaborate on that on the twofold IT end and on our  
17    staffing end.

18             With Deputy Commissioner Palantino taking  
19    the lead, we have established a Preventive  
20    Maintenance Program. And that is why we got the  
21    increase -- increased in request this year in our  
22    budget. There will be a total of 29 new employees  
23    who will totally focus on maintenance. That will  
24    bring us up to the BOMA standard of having your

1 maintenance percentage of funding spread between  
2 30 percent preventive and 70 percent actually  
3 general maintenance. That is BOMA's minimum  
4 standard. Optimum is 50/50. We are going to get  
5 within industry standards.

6           We anticipate by taking these steps we will  
7 be running out to things a lot less. We will do a  
8 lot less reactive work and a lot more preventive  
9 work. Exactly what you said. Okay, the filters  
10 due to be changed. Get out there and change the  
11 filter. Increase the life cycle of the asset.

12           We are also working on an IT end with we  
13 have established a master of facilities database  
14 right now. City Planning has actually really  
15 helped us a lot of with that. They have taken the  
16 lead on that. We are hoping to incorporate the  
17 data we've been tracking on our assets and  
18 incorporate actually migrate that data into a  
19 bigger asset management system. We haven't  
20 obtained the funding for that asset management  
21 system yet, but we've been gaining some momentum  
22 in that way.

23           The World Business Council has recommended  
24 that we obtain something of this sort. The Nox

1 Task Force has recommended that. The Budget  
2 Director has an efficiency group that came in.  
3 All the world seem to be converging on the fact  
4 that this is where we need to be to actually say,  
5 hey, wait a minute. That building is X many years  
6 old. You put this much work into it. Now it's  
7 time to move on or whatever that next step will  
8 be.

9 COUNCILMAN HENON: Have you put that  
10 request into the budget, or is it a future --  
11 future request?

12 COMMISSIONER COLLINS-GREENWALD: I see it  
13 in the future.

14 COUNCILMAN HENON: The near future?

15 COMMISSIONER COLLINS-GREENWALD: I hope.

16 COUNCILMAN HENON: Put it in.

17 COMMISSIONER COLLINS-GREENWALD: I hope in  
18 the near future.

19 COUNCILMAN HENON: Got a lot of people --  
20 you're going to see a lot of folks, you know,  
21 again I use -- I am going to use Councilwoman  
22 Tasco as an example, priority funding. You know,  
23 sometimes your rate of return, you know, pays  
24 dividends in prioritizing our funding. And I



1 think investing in our IT to help especially with  
2 our assets. We have a tremendous amount of assets  
3 that are either underutilized or over-- we have  
4 too many people in one rearrange our spacial --

5 COMMISSIONER COLLINS-GREENWALD: Yeah.  
6 That is where or space utilization plan will come  
7 into plan. Once we start rolling with that, I  
8 think the way things look now will look a little  
9 different.

10 COUNCILMAN HENON: One quick question --

11 COUNCILMAN GREENLEE: Quickly. Someone  
12 else wants to ask a question.

13 COUNCILMAN HENON: -- then I will go to  
14 second round. You had mentioned about the energy  
15 specialist and savings in your testimony,  
16 guaranteed savings with efficiencies.

17 How do you measure that? Do you have a  
18 dollar value projection.

19 COMMISSIONER COLLINS-GREENWALD: It's  
20 measured in savings. If our bill was one \$100,000  
21 or a million dollars last year, we measure in how  
22 much that bill is decreased. Since we started the  
23 program in the one year, we saved about \$350,000  
24 in our energy cost. It's not revenue that comes

1 in, but it's money that we don't put out.

2 COUNCILMAN HENON: Absolutely.

3 COMMISSIONER COLLINS-GREENWALD: We're  
4 about 25 percent complete on this program now.  
5 After the program is fully implemented, we will  
6 definitely be. But we have a baseline and we'll  
7 start measuring from that.

8 COUNCILMAN HENON: Be one of your  
9 benchmarks, I guess, on a percentage basis.

10 COMMISSIONER COLLINS-GREENWALD: Actually,  
11 we are fairly happy with the company that we have  
12 running this for us.

13 COUNCILMAN HENON: Okay. Thank you.

14 COUNCILMAN GREENLEE: Thank you,  
15 Councilman.

16 Councilwoman Sanchez.

17 COUNCILWOMAN QUINONES-SANCHEZ: Thank you.  
18 I want to echo that. I really appreciate the  
19 amount of work and data analysis you are doing  
20 around space utilization and energy efficiency.  
21 It's kind of the grunt work that nobody likes but  
22 I think ultimately lifts the level of  
23 professionalism in your department.

24 One, want to strongly encourage you. I

1 think you made tremendous improvements in --  
2 visually of City Hall. And I know that your  
3 department is really going out and looking at  
4 space utilization at City Hall.

5 Where are we with that? I know when the  
6 Criminal Justice Center was built, there was this  
7 notion that most of the judges would have space  
8 over there. And that City Hall be utilized for  
9 some of our departments and services.

10 Where are we in that? Because I still see  
11 a lot of underutilization in City Hall, and then  
12 all of us are cramped up.

13 COMMISSIONER COLLINS-GREENWALD: That is  
14 very poignant, very timely question. We just had  
15 interns that started about two weeks ago. You may  
16 see -- actually, we sent an email blast out to  
17 everyone that is a tenant in the building saying  
18 you are going to see our interns walking around.  
19 What they're doing, they are going floor by floor,  
20 space by space, room by room seeing what it's  
21 utilized for, taking some pictures, seeing what we  
22 can better utilize the space for.

23 So we -- they have already whipped through  
24 two -- all the common areas and the basement in

1 two days. I don't anticipate it will take them  
2 that much longer. Obviously, getting into some of  
3 the more -- you know, the spaces where the offices  
4 are will take them a little longer. But I imagine  
5 we will have a report coming out within the next  
6 few months saying here is the space we have. Here  
7 is what we recommend and what can be done with it.

8 So, we are working on that right now.

9 COUNCILWOMAN QUINONES-SANCHEZ: It's an  
10 issue that we will bring up with the courts, too.  
11 I know they don't want to give up their space, but  
12 we have judges who have three offices.

13 COMMISSIONER COLLINS-GREENWALD: Space is  
14 definitely at a premium in City Hall. I never  
15 realized it so much till I came here. I thought  
16 everyone wanted to be in the MSB. That's not the  
17 case. Everyone seems to want to be in City Hall.

18 So, we are absolutely working on that. We  
19 do realize there is some space that is  
20 underutilized.

21 COUNCILWOMAN QUINONES-SANCHEZ: Okay.  
22 Thank you.

23 Thank you, Mr. Chair.

24 COUNCILMAN GREENLEE: Thank you,

1 Councilwoman.

2 Councilman Henon.

3 COUNCILMAN HENON: Councilman Henon, hurry  
4 up.

5 COUNCILMAN GREENLEE: I didn't say that,  
6 sir.

7 COMMISSIONER COLLINS-GREENWALD: I  
8 certainly didn't say it.

9 COUNCILMAN GREENLEE: You are good mind  
10 reader, though.

11 COUNCILMAN HENON: Just looking to get a  
12 quick update. If you have on the progress of the  
13 capital project's task force and if there has been  
14 any headway, you know, moving towards streamlining  
15 our capital projects from requests to  
16 implementation.

17 COMMISSIONER COLLINS-GREENWALD: There has  
18 been a lot of headway. We actually just met with  
19 a member of the private sector outreach board,  
20 which is UPS, the brown truck guys. They have  
21 been coming to our meetings. We've had biweekly  
22 meetings for the past, I would say, eight months,  
23 which they have been wonderful. I have to give a  
24 real thanks to UPS.

1           They've come in. They listened to us go  
2 through our process painstakingly. I brought the  
3 flowchart from Gary just because he loves to show  
4 it and he's put so much time and effort into it.  
5 I have to show it. This is the flowchart. Each  
6 one of these little boxes has its own crazy page  
7 back here. They are all the steps in the capital  
8 process.

9           When we're asked how long does it take on  
10 average, we say 150 weeks. That isn't shocking  
11 dealing with all the processes and steps that we  
12 go through. But we've been able to go through  
13 each one painstakingly. We have had everybody at  
14 the table; Law Department, procurement, OEE, L&I  
15 Public Property, Budget, Capital Budget. Everyone  
16 is at the table. Along -- City Council. Chris  
17 from your staff has been attending. Matt Stip  
18 from Council President Clarke's Office has been  
19 attending. Both of them have been wonderful and  
20 helpful.

21           UPS is giving us -- we will tell them what  
22 we do. They tell us what they do. They tell us  
23 how much time some of their processes take. We  
24 tell them how much time some of ours take. And we

1 are actually, like, kind of doing a crosswalk to  
2 see how much better we can improve this process.

3 By the end of the month, I hope to have all  
4 the data and all the recommendations that we have  
5 gathered put together and actually come up with a  
6 suggestion, recommendations probably on a  
7 three-tier front. Here is our pie in the sky  
8 recommendation. Here is middle of the road, which  
9 will be quite an improvement. And then here is  
10 the bare minimum. What we would have to do to  
11 improve the process.

12 We see a lot of these steps that can be  
13 removed. And we see a lot of different ways of  
14 doing business that make more sense to actually  
15 get our projects moving a lot faster. A lot of it  
16 is really process. It's a lot of process  
17 reorganization.

18 COUNCILMAN HENON: All right. Just for  
19 specific, I have the police training academy that  
20 is on State Road that is eventually going to be  
21 moving.

22 Has there been any discussions or plans or  
23 conversations regarding what are we going to do or  
24 with that?

1           COMMISSIONER COLLINS-GREENWALD: With the  
2 old one?

3           COUNCILMAN HENON: Yes.

4           COMMISSIONER COLLINS-GREENWALD: The new  
5 one is going up to Woodhaven Road. The Woodhaven  
6 Black.

7           COUNCILMAN HENON: Yes.

8           COMMISSIONER COLLINS-GREENWALD: I don't  
9 think -- have there been any discussions?

10          MR. KNAPPICK: Councilman, Gary Knappick.  
11 I believe that the Highway Division is going to  
12 move out of 60 East Erie. That will be going down  
13 to the training academy. There might be another  
14 few minor moves. But that's the major.

15          COUNCILMAN HENON: As long as you keep Rick  
16 Mariano in charge of this City Hall facility right  
17 here. He does a great job.

18          COMMISSIONER COLLINS-GREENWALD: Yes, he  
19 does.

20          COUNCILMAN HENON: Like to give him a  
21 shout.

22          COMMISSIONER COLLINS-GREENWALD: Yes, he  
23 does. Absolutely. We're keeping Rick here.

24          COUNCILMAN GREENLEE: I agree.



1           COUNCILMAN HENON: Listen, there are two  
2 people that I give shouts at. Tommy Conway and  
3 Rick.

4           COMMISSIONER COLLINS-GREENWALD: You have  
5 to. Obviously, you have to give a shout out to  
6 Tommy Conway.

7           COUNCILMAN HENON: All right. I have no  
8 further questions. Thanks.

9           COUNCILMAN GREENLEE: Okay. Thank you. Be  
10 it no further questions, Commissioner -- you look  
11 so excited -- Deputy Commissioners, thank you for  
12 all you do. Thank you.

13           COMMISSIONER COLLINS-GREENWALD: Thank you  
14 very much.

15           COUNCILMAN GREENLEE: Our last department  
16 of the day, Fleet Management. Come on down.

17                               - - -

18                       (Fleet Management Panel approaches  
19 Witness Table.)

20                               - - -

21           COUNCILMAN GREENLEE: Good afternoon.  
22 Thank you for your patience. We have your  
23 testimony as we tell everyone. That will be made  
24 part of the record. If you just give a brief

1 summary and be available for any questions, we'd  
2 appreciate it.

3 MR. COCCI: Good afternoon, Council  
4 President Clarke, Councilman Greenlee and  
5 distinguished Members of City Council. My name is  
6 Chris Cocci, Fleet Manager for the City of  
7 Philadelphia. Sitting on my right is Dr. K.  
8 Wilson, Deputy Fleet Manager for Administration.  
9 Thank you for the opportunity to present testimony  
10 in support of the FY2014 Operating Budget Request  
11 for the Office of Fleet Management.

12 The Office of Fleet Management's FY14  
13 General Fund Budget Request is 56.44 million,  
14 which includes 4.46 million for the purchase of  
15 new vehicles and equipment.

16 (Timer rings prematurely.)

17 COUNCILMAN GREENLEE: We are getting  
18 anxious. Sorry. Go ahead. Excuse me.

19 MR. COCCI: FY14 Operating Budget Request  
20 includes 15.65 million in Class 100; 9.36 million  
21 in Class 200; and 31.42 million in Class 3 and  
22 400. FY14 General Fund Budget Request is 4.48  
23 million lower than FY13 estimated obligations.  
24 Class 100 funding has increased by \$17,491 for

1 salary increases. Class 300 has decreased by  
2 2.5 million in fuel cost from FY13 projection due  
3 to an inspected new hedging program to be  
4 instituted in FY14 as recommended by the FTI  
5 Consulting Report. Class 400 is decreased by  
6 2 million for new vehicle purchases as a result of  
7 the elimination of a one-time increase in vehicle  
8 purchase funding in FY13.

9           The Office of Fleet Management is committed  
10 to supporting the administrations goal of  
11 25 percent minority, women and disabled owned  
12 business participation in City contracting. Many  
13 of our contracts are technical due to the  
14 requirements and specifications particularly  
15 around the purchase of heavy equipment, vehicles  
16 and other related parts, equipment and repairs.

17           There are limited minority women and  
18 disabled owned business vendors with such  
19 contracts. We continue to review our contracts  
20 and always look for more opportunities as they  
21 arise.

22           I would like to thank Council for the  
23 continued support. This concludes my testimony.  
24 And I would be happy to answer any questions.

1 Thank you.

2 COUNCILMAN GREENLEE: Thank you, Mr. Cocci.

3 Just one -- actually, two-part question for me  
4 then I recognize Councilman Oh and Councilwoman  
5 Sanchez.

6 You talk in your testimony about the high  
7 school internship program. Are you going to admit  
8 three your students in that, I believe?

9 MR. COCCI: Yes.

10 COUNCILMAN GREENLEE: Two-part question if  
11 I could. How many students are admitted annually  
12 into the program? And do you have record of how  
13 many students are employed upon graduation?

14 MR. COCCI: The amount that we employ  
15 varies from year to year. Let me start from the  
16 beginning. We had -- it was instituted in 1993  
17 when Fleet Management was formed. It works in  
18 conjunction with District Council 33 and  
19 Philadelphia School District. To date, we have  
20 had 94 students go through the program, 14 are  
21 still with us today. One is in a management  
22 position, so it's been a very good program. We  
23 intend to support that as much as we can  
24 throughout the year.

1           So to answer your question, it varies from  
2   year to year how many we are able to bring on.

3           COUNCILMAN GREENLEE: That's good that you  
4   are trying to work those students in. That's  
5   great. Thank you.

6           Councilman Oh.

7           COUNCILMAN OH: Thank you very much,  
8   Mr. Chairman.

9           First, I would like to say what a great job  
10   you do. I am amazed that those cars keep running.  
11   Seem to last forever.

12          MR. COCCI: Thank you very much. It's a  
13   lot of good people behind the scenes here that  
14   make it happen.

15          COUNCILMAN OH: All right. Fleet  
16   Management in a sense when you are responsible for  
17   the vehicles, how does it work with various  
18   departments?

19          For example, a department has vehicles. Do  
20   they have their own Fleet Management, or is that  
21   your guys in there?

22          MR. COCCI: No. We repair all the  
23   vehicles.

24          COUNCILMAN OH: Okay. And I see here that

1 vehicle lease purchase financing for FY18 to lease  
2 financing program -- to a lease financing program  
3 to purchase larger vehicles with a useful life of  
4 10 to 15 years.

5 In 2012, there was \$28 million over seven  
6 years for this lease financing program. Has that  
7 initiated? Has that begun? Where are we in that  
8 process?

9 MR. COCCI: Yeah. That's begun. We  
10 ordered 134 vehicles. Out of that we received 97.

11 COUNCILMAN OH: What kind of vehicles are  
12 there?

13 MR. COCCI: Refuse contractors, fire  
14 pumpers, fire ladders, medics, some bucket trucks  
15 and tow trucks.

16 COUNCILMAN OH: Okay. Pretty good. Thank  
17 you very much.

18 COUNCILMAN GREENLEE: Thank you,  
19 Councilman.

20 Councilwoman Sanchez.

21 COUNCILWOMAN QUINONES-SANCHEZ: I just  
22 wanted to thank Fleet Management for all the work  
23 they do. As Councilman Oh says, it's amazing that  
24 after a hundred miles, some of the cars run the

1 way they do. So I just want to on the record  
2 thank you all.

3 I did have a question. When -- in terms of  
4 priority, the only place that there is a constant  
5 concern -- this is not your decision, the  
6 departments -- is the Police Department. In terms  
7 of the Police Department, is that where you are  
8 the busiest?

9 Is there something else we could be doing  
10 to help you get those police cars back out on the  
11 road?

12 MR. COCCI: To answer your question, they  
13 are one of our best customers. But really there  
14 is -- we're doing what we can. There is really  
15 nothing more to do.

16 COUNCILWOMAN QUINONES-SANCHEZ: Really?  
17 It's some of the body work and stuff really  
18 extensive when they come in?

19 MR. COCCI: Yeah, from time to time. But  
20 to be honest with you, a lot of the body work is  
21 actually decreased with the collision repairs for  
22 Police Department. I have been doing a pretty  
23 good job in staying out of the shop.

24 COUNCILWOMAN QUINONES-SANCHEZ: Okay. All

1 right. Well, thank you.

2 COUNCILMAN GREENLEE: Thank you.

3 Councilwoman Blackwell has left. Okay. So  
4 thank you all. See the advantage -- the  
5 disadvantage of being last is that you have to  
6 wait a long time. The advantage is you don't have  
7 to be up there that long. Thank you Mr. Cocci.  
8 Thank you all very much.

9 Council stands adjourned -- this Committee  
10 stands in recess until Monday, April 15, 2013 at  
11 10:00 a.m. Thank you very much.

12 (Committee of the Whole Meeting  
13 adjourned at 4:48 p.m.)

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C E R T I F I C A T I O N

I, hereby certify that the  
proceedings and evidence noted are  
contained fully and accurately in the  
stenographic notes taken by me in the  
foregoing matter, and that this is a  
correct transcript of the same.

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Court Reporter - Notary Public

(The foregoing certification of  
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unless under the direct control and/or  
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| <b>A</b>                 |                          |                           |                          |                          |
|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|
| <b>abbreviated</b> 3:13  | <b>acceptable</b> 125:10 | <b>act</b> 103:11 121:11  | 218:11 226:13            | <b>afford</b> 123:9      |
| <b>ABC</b> 85:15         | <b>accepting</b> 177:9   | 186:17                    | 226:20                   | 130:10 171:17            |
| <b>abide</b> 23:9 25:2   | <b>access</b> 26:18      | <b>action</b> 124:6       | <b>addressed</b> 24:20   | <b>afforded</b> 37:9     |
| <b>ability</b> 8:14 30:5 | 34:24 35:12              | 125:8,10 144:23           | <b>addressing</b> 70:12  | <b>African-Ameri...</b>  |
| 53:19 72:23              | 53:10 135:18             | 225:19                    | 139:11                   | 41:7                     |
| 90:7 157:6               | 159:13 169:1             | <b>actions</b> 50:7 187:3 | <b>adhere</b> 46:13      | <b>afternoon</b> 111:4,9 |
| 219:19 233:12            | 185:15 188:23            | <b>active</b> 9:23 59:12  | <b>adjacent</b> 193:23   | 111:10,12 147:7          |
| <b>able</b> 14:3 26:8,17 | 193:24                   | 106:8 114:17              | 194:17                   | 155:1 158:14             |
| 29:15 30:7,23            | <b>accessing</b> 189:8   | 149:13 152:13             | <b>adjourned</b> 256:9   | 160:22,23                |
| 33:7,12 34:2,3           | <b>accolades</b> 178:12  | 232:18                    | 256:13                   | 176:19,20 184:1          |
| 36:13 44:22              | 178:13                   | <b>actively</b> 108:15    | <b>adjusting</b> 190:18  | 184:3 195:9              |
| 52:4 53:3,5              | <b>accommodate</b>       | 157:1                     | <b>adjustments</b>       | 203:10,11 208:1          |
| 57:11 58:23              | 29:9 129:5               | <b>activities</b> 7:21    | 237:12                   | 230:2,17 249:21          |
| 59:6,12,17 62:3          | 232:24                   | 14:11 15:12               | <b>administered</b>      | 250:3                    |
| 62:22 64:10              | <b>accommodated</b>      | 16:14 61:23               | 77:6                     | <b>afternoons</b> 185:1  |
| 65:2 67:6 77:15          | 4:10                     | 88:15 132:1               | <b>administering</b>     | <b>age</b> 112:17,17     |
| 95:8 96:20               | <b>accomplish</b>        | 147:19                    | 10:3                     | 143:24 146:12            |
| 98:22,24 99:23           | 157:12                   | <b>activity</b> 127:24    | <b>administration</b>    | <b>aged</b> 71:9         |
| 102:15 103:13            | <b>accomplishments</b>   | 128:17 214:23             | 3:6 9:16 75:11           | <b>agencies</b> 44:18    |
| 106:6 107:15             | 186:6 198:23             | 222:19 223:4              | 95:7 127:18,20           | 45:15 197:1              |
| 144:8,8 150:20           | <b>account</b> 48:21     | <b>actual</b> 69:24       | 218:16 250:8             | <b>agency</b> 113:12     |
| 151:7,8 153:13           | 153:13                   | 80:12 90:5                | <b>administrations</b>   | 119:8 173:12,18          |
| 157:16,23 162:8          | <b>accountable</b>       | 134:20 139:9              | 251:10                   | <b>agents</b> 4:3        |
| 166:4 167:4              | 86:18 87:2 92:6          | 140:4,5,7 158:6           | <b>Administration's</b>  | <b>aggregate</b> 42:20   |
| 171:17 186:21            | <b>accounted</b> 166:7   | 158:8 163:22              | 178:20                   | <b>aggressive</b> 67:8   |
| 187:21 189:9             | <b>accumulation</b>      | 174:7 208:17              | <b>Administrative</b>    | 115:5 120:11             |
| 196:7 202:16             | 136:1                    | <b>add</b> 122:16 124:3   | 120:6                    | 132:5                    |
| 234:11,15                | <b>accurate</b> 134:3    | 198:10 212:23             | <b>admit</b> 18:14 252:7 | <b>aggressively</b>      |
| 246:12 253:2             | 156:14                   | 214:6 222:12              | <b>admitted</b> 252:11   | 188:9                    |
| <b>abreast</b> 18:4      | <b>accurately</b> 157:3  | 234:16                    | <b>adopt</b> 2:10,12     | <b>aggrieved</b> 153:23  |
| 132:8                    | 257:6                    | <b>added</b> 5:21 6:21    | 213:4,6                  | <b>ago</b> 80:14,21      |
| <b>abroad</b> 28:10      | <b>achieve</b> 67:10     | 61:17 160:7               | <b>adopted</b> 24:10     | 95:11 100:14             |
| <b>absence</b> 104:17    | 83:2 188:9               | <b>adding</b> 199:3       | <b>adopting</b> 2:14     | 102:5,5 148:15           |
| <b>absent</b> 213:20     | 198:17                   | <b>addition</b> 11:14     | <b>advance</b> 7:10 8:2  | 151:1 161:19,19          |
| <b>absolutely</b> 12:20  | <b>achieved</b> 4:21     | 48:14 50:10               | 62:21 64:15,17           | 171:5 173:2              |
| 65:19 144:5              | 55:17 188:9              | 97:18 103:9,19            | <b>advanced</b> 95:16    | 177:14 215:1             |
| 164:23 173:8             | <b>achievements</b>      | 113:17 131:16             | 96:1,15                  | 243:15                   |
| 181:22 207:9             | 101:9                    | 188:13                    | <b>advantage</b> 35:4    | <b>agree</b> 228:14      |
| 208:13 210:21            | <b>achieving</b> 7:11    | <b>additional</b> 58:17   | 72:24 73:14,18           | 248:24                   |
| 211:3 234:11,18          | 114:22                   | 68:20 100:8               | 256:4,6                  | <b>agreed</b> 157:3      |
| 242:2 244:18             | <b>acknowledging</b>     | 139:14 207:21             | <b>advantages</b> 76:17  | <b>agreement</b> 3:1     |
| 248:23                   | 111:23                   | 232:3,4                   | 76:22                    | 7:13,15,24 8:6           |
| <b>abuse</b> 213:13,16   | <b>acquire</b> 13:9      | <b>additionally</b> 5:5   | <b>advertize</b> 226:10  | 19:24 20:2,7,8           |
| <b>academy</b> 37:11     | <b>acquisition</b> 7:21  | 145:3                     | <b>advocates</b> 39:15   | 20:11,16 21:2            |
| 247:19 248:13            | 13:4                     | <b>address</b> 6:19       | <b>advocating</b> 40:12  | 21:12,17 22:1,2          |
| <b>accept</b> 30:9       | <b>acre</b> 10:20        | 41:20 70:14               | <b>aerial</b> 90:11      | 23:8,14,16 25:4          |
|                          | <b>Acres</b> 153:20      | 78:10 165:15              | <b>affect</b> 27:8 167:7 | 32:9 46:15               |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 47:24 48:11<br>51:14,19 52:4<br>78:18 84:11<br>92:9,11,18 96:9<br>114:19 120:14<br>179:18 217:11<br>217:14<br><b>agreements</b> 20:23<br>51:15 56:8<br>88:24 114:19<br><b>ahead</b> 49:1 97:16<br>108:3 164:19<br>250:18<br><b>aide</b> 198:18<br><b>aimful</b> 196:16<br><b>air</b> 6:4,8 8:16 11:7<br>52:14 90:4,15<br>191:13<br><b>aircraft</b> 4:14 30:8<br>30:20,24 53:3<br>53:16<br><b>airfield</b> 6:23 13:1<br>71:7,18<br><b>airline</b> 7:15,18<br>8:9 12:6 27:14<br>28:5 45:22<br>52:13 56:3,3<br>57:15,15 58:23<br>60:6,15 72:23<br>78:12 79:1<br><b>airlines</b> 4:16,17<br>4:20 5:1,3,6<br>6:13 7:12 8:4,8<br>8:21 11:15,17<br>12:2,2,4,9 20:7<br>25:21 26:2 27:4<br>27:19,23 28:15<br>37:22 45:10<br>46:20 53:7,9<br>54:9,23 56:6,24<br>58:3,20 59:4,23<br>72:3,8 74:8 76:8<br>76:21 77:23<br>78:14 91:5,11<br>96:9,18,23<br><b>Airlines/U.S</b><br>26:22 | <b>airplane</b> 54:16<br>60:16 99:19<br><b>airplanes</b> 53:7,11<br>53:11,14,15<br>59:7 72:14<br>78:16<br><b>airport</b> 3:23 4:2,6<br>4:7,13,22 5:12<br>6:1,10,20 7:9,12<br>8:18,23 9:7,19<br>9:23,23 10:6,21<br>10:22 11:2,10<br>12:3,21,23 13:2<br>13:15 15:1,5,19<br>16:10,14,18,19<br>16:23 17:15,15<br>20:21,24 21:2<br>21:13 23:2 25:1<br>26:14 27:12,15<br>27:18 28:4,19<br>28:19 29:8 30:2<br>30:10,14 33:2<br>33:10,13,19,23<br>34:3,12,13,14<br>34:16,23 36:16<br>36:19,21,22<br>37:1,6,10,15,19<br>38:6,21 39:8,11<br>39:13,14,16,22<br>40:3,18 42:5,7<br>42:12 44:13<br>46:13,17 48:16<br>49:3,22,23 50:3<br>50:5,13,18<br>51:22 52:21,23<br>54:20,22 55:17<br>55:23 56:7,17<br>57:9,17 58:16<br>58:21 59:9 60:7<br>60:7,12,13,18<br>61:9,16 62:11<br>62:13,18 63:4,9<br>63:11 66:10<br>67:18 68:6 69:9<br>69:12,19 70:2,6<br>70:8,16,23,23<br>70:24 72:6,17 | 73:8,14 75:13<br>77:23,24 78:11<br>79:12 83:3<br>86:11,12,21<br>87:3,6,19 88:6<br>88:16 89:24<br>90:2,10 91:10<br>91:17,21 92:5<br>92:16 93:3,12<br>94:4,7,8,24 96:6<br>98:13,17 100:8<br>100:15 101:1,3<br>101:5,19,20,22<br>101:23 102:5,19<br>104:10,21<br>105:10 107:2,6<br>107:9,12,16<br>108:5,7,22<br>109:11,19 123:5<br>180:2<br><b>airports</b> 18:23<br>33:9 37:23<br>58:11,12,13<br>59:5 60:9 70:9<br>70:13 94:11,13<br>94:18 95:14<br>97:19 98:2<br>99:14<br><b>airport's</b> 7:3 17:5<br>23:7,9 56:17<br>66:5 71:10<br><b>airtropolis</b> 98:2<br><b>Airways</b> 5:11,15<br>5:21 6:13 7:13<br>8:4,5 26:23<br>27:13 28:11<br>29:1,11,18 53:1<br>54:7,10,11<br>56:10 72:8<br>96:17,18<br><b>Alaska</b> 5:1 11:21<br><b>alley</b> 162:5 185:13<br>187:15 188:5,16<br>190:6 193:12,24<br>194:5,6,7,8,10<br>194:12,16<br><b>alleys</b> 188:23 | 189:5,6,8<br>194:11 219:2<br><b>alleyway</b> 193:8,9<br>194:3<br><b>Alleyways</b> 193:22<br><b>allocated</b> 150:17<br>152:23<br><b>allocating</b> 218:5<br><b>allow</b> 35:8 65:3<br>77:11 78:7<br>94:24 232:6<br><b>allowed</b> 94:4<br><b>allowing</b> 121:8<br>127:23 170:8<br><b>allows</b> 75:23 76:2<br><b>alluded</b> 95:3<br>103:18<br><b>alternative</b><br>123:11<br><b>amazed</b> 253:10<br><b>amazing</b> 148:18<br>254:23<br><b>amendment</b><br>92:22<br><b>amenities</b> 11:7<br>18:21 60:8,11<br>60:19 102:10<br>103:16<br><b>America</b> 4:23 6:4<br><b>American</b> 6:13<br>8:4,7,21 11:14<br>26:22 27:8,19<br>27:23 28:15<br>52:13,13 53:7<br>54:9,22 63:20<br>70:7<br><b>amount</b> 3:9 28:20<br>35:6 59:2<br>121:15 123:16<br>133:19 134:5,19<br>143:8 152:3<br>195:17 201:13<br>207:22 210:17<br>236:9 241:2<br>242:19 252:14<br><b>AMR</b> 8:5<br><b>Amtrak</b> 33:6,16 | 186:16,21<br><b>analysis</b> 27:12<br>44:15 45:2<br>119:24 141:3<br>143:23 242:19<br><b>ancillary</b> 182:23<br><b>and/or</b> 257:18<br><b>Angela</b> 44:1<br><b>Angeles</b> 4:24<br><b>anniversary</b><br>105:23<br><b>announced</b> 5:11<br>5:22 7:13 8:6<br><b>announcement</b><br>101:18<br><b>announcing</b> 4:21<br><b>annual</b> 4:8 132:16<br><b>annually</b> 4:4,15<br>220:23 252:11<br><b>answer</b> 11:10<br>52:12 55:10<br>73:22 79:6<br>82:20 84:9<br>116:1 135:9<br>172:18 181:22<br>182:2 187:9<br>207:19 209:23<br>225:4 226:16<br>251:24 253:1<br>255:12<br><b>answered</b> 203:13<br><b>answering</b> 129:19<br><b>answers</b> 155:8,9<br>205:16<br><b>anticipate</b> 11:16<br>45:6 175:1<br>239:6 244:1<br><b>anticipated</b> 232:9<br>233:2<br><b>anticipating</b><br>186:3<br><b>Antonio</b> 5:17<br><b>anxious</b> 151:5<br>250:18<br><b>anybody</b> 143:18<br>159:17 173:4<br><b>anymore</b> 122:7,8 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                          |                          |                          |                           |                         |
|--------------------------|--------------------------|--------------------------|---------------------------|-------------------------|
| 122:9                    | <b>approved</b> 3:2      | 56:17 179:15             | <b>attached</b> 23:20,23  | 214:4,5 220:7           |
| <b>anyway</b> 217:11     | 7:19 8:19 76:7           | <b>arrived</b> 39:11     | 23:24 80:8                | 220:10                  |
| <b>apologize</b> 203:12  | 82:5 232:2               | <b>art</b> 107:8,21,22   | <b>attachments</b>        | <b>average</b> 57:12,12 |
| 203:14                   | <b>approximate</b>       | 108:7                    | 201:11                    | 57:22 58:9              |
| <b>appear</b> 231:10     | 188:17                   | <b>articulated</b> 32:8  | <b>attempt</b> 31:8       | 76:24 117:5,10          |
| <b>appeared</b> 5:18     | <b>approximately</b>     | 87:7                     | 82:20 178:20              | 143:24 246:10           |
| <b>appears</b> 68:21     | 9:7 185:19               | <b>artists</b> 107:24,24 | <b>attempted</b> 42:12    | <b>AVI</b> 16:12 125:23 |
| <b>applauds</b> 39:2     | 204:14 210:5,7           | <b>Arts</b> 107:11,17    | <b>attended</b> 61:17     | 157:20 191:20           |
| <b>applause</b> 39:1     | <b>April</b> 1:7 89:12   | <b>artwork</b> 107:20    | <b>attending</b> 246:17   | 211:22                  |
| <b>application</b> 29:19 | 101:21 104:16            | 108:9,12                 | 246:19                    | <b>aviation</b> 3:7,24  |
| <b>applied</b> 224:11    | 184:9,10 233:15          | <b>Asia</b> 6:4 8:11     | <b>attention</b> 6:3      | 9:9 10:14 38:18         |
| <b>applies</b> 10:4,6    | 256:10                   | 29:16                    | 16:13 21:11               | 70:19 73:15,18          |
| <b>apply</b> 23:10 25:3  | <b>AquaFence</b> 140:2   | <b>Asiana</b> 27:4       | 106:18,21                 | 80:19 87:18             |
| 92:21 257:16             | 140:12 143:1             | <b>aside</b> 153:5       | 170:17 220:10             | 90:23                   |
| <b>appointed</b> 87:19   | <b>area</b> 15:4 30:17   | <b>asked</b> 89:6 90:21  | <b>attitude</b> 112:15    | <b>avoided</b> 187:3    |
| <b>appreciate</b> 3:18   | 33:22 34:17              | 104:17 143:22            | <b>attorneys</b> 233:1    | <b>awarded</b> 98:18    |
| 26:1 47:10               | 35:1 42:13               | 199:23 217:7             | <b>attract</b> 8:14       | <b>awards</b> 101:6     |
| 55:11 65:14              | 43:20 44:12,19           | 246:9                    | <b>attracting</b> 4:20    | 104:15 139:5            |
| 69:11 85:2               | 45:13 48:18              | <b>asking</b> 204:5      | 107:23                    | <b>aware</b> 20:22 21:1 |
| 106:24 128:12            | 59:11,17 67:2,4          | 209:14                   | <b>attractive</b> 53:22   | 21:6,10 24:6            |
| 154:18 155:5,7           | 90:8 96:16               | <b>assessments</b>       | <b>audience</b> 38:16     | 90:10 128:19            |
| 170:19 184:19            | 102:22 104:15            | 157:22                   | 39:2                      | 132:22 156:4            |
| 184:22 187:13            | 104:21 119:19            | <b>asset</b> 72:5 239:11 | <b>audit</b> 103:24       | 167:10 174:6            |
| 191:18 192:4             | 133:23 142:23            | 239:19,20                | 104:3,5,7,7               | 179:17 199:9            |
| 242:18 250:2             | 143:9 190:1              | <b>assets</b> 8:24 59:6  | <b>auditing</b> 35:21     | 236:3                   |
| <b>appreciated</b> 27:3  | 199:8 201:22             | 239:17 241:2,2           | <b>August</b> 236:22      | <b>awesome</b> 179:3    |
| <b>apprentice</b> 197:5  | 209:1 211:23             | <b>assigned</b> 222:2    | <b>Austin</b> 5:17        | <b>awfully</b> 93:23    |
| 198:15,20                | 221:11,24                | <b>assist</b> 153:12     | <b>authentic</b> 61:14    | <b>a.m</b> 1:7 256:11   |
| <b>apprentices</b> 115:2 | <b>areas</b> 27:20 33:23 | <b>assistance</b> 64:6   | <b>Authority</b> 2:23,24  | <b>A380</b> 30:9,17,24  |
| <b>apprenticeship</b>    | 34:7 42:11               | <b>associated</b> 16:14  | 3:4 34:9 68:2             | <b>A380s</b> 30:7       |
| 150:18,23 151:1          | 62:13 67:2 97:1          | 62:9 76:2 116:8          | 127:17 128:4,5            |                         |
| 152:14 198:8             | 97:4 102:1               | 132:8 158:3              | <b>authorization</b>      | <b>B</b>                |
| 233:7                    | 103:7 135:18             | 161:11,23                | 7:16,20 18:11             | <b>B</b> 1:14 31:16     |
| <b>approach</b> 76:12    | 136:23 137:19            | 162:19 166:9             | <b>authorized</b> 3:1     | 96:11                   |
| 118:17 141:16            | 163:22 185:15            | 175:16                   | 7:23 18:6                 | <b>BAA</b> 226:12       |
| <b>approaches</b> 111:2  | 188:3 199:13             | <b>Association</b> 63:21 | <b>autism</b> 36:7 42:8   | 227:16                  |
| 183:23 249:18            | 206:15 207:22            | <b>assume</b> 138:9      | <b>autism-friendly</b>    | <b>back</b> 36:17 39:18 |
| <b>approaching</b>       | 214:3,16 215:5           | 190:11                   | 36:21 37:17               | 41:6 46:24 58:4         |
| 126:10                   | 227:14 236:6             | <b>assuming</b> 23:22    | <b>automated</b> 7:5      | 71:23 76:13             |
| <b>appropriate</b>       | 243:24                   | 116:7,18                 | 33:14                     | 87:1,14 95:24           |
| 115:7                    | <b>arena</b> 26:18       | <b>assumption</b>        | <b>availability</b> 73:19 | 100:14,18               |
| <b>appropriation</b>     | <b>argument</b> 51:24    | 120:10                   | <b>available</b> 48:24    | 108:23,23 110:7         |
| 10:16                    | <b>arm</b> 130:20        | <b>assure</b> 83:23 85:8 | 53:20 74:9                | 110:18 121:17           |
| <b>appropriations</b>    | 220:15                   | 85:21 86:1,15            | 168:7 184:6               | 128:3,6 140:6           |
| 10:18 100:9              | <b>Army</b> 34:17,24     | 115:5                    | 231:21 250:1              | 142:13 145:5            |
| <b>approval</b> 2:17     | 142:22                   | <b>assured</b> 32:9      | <b>avenue</b> 46:21       | 153:5 155:5             |
| 124:7                    | <b>arrangement</b>       | <b>Atlanta</b> 39:19     | 127:15 192:13             | 159:23 161:4            |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 163:24 164:15<br>181:2 190:2<br>199:5 213:7<br>216:18 220:6<br>227:23 228:16<br>234:13 246:7<br>255:10<br><b>backed</b> 234:6<br><b>backfill</b> 159:24<br><b>background</b><br>49:12<br><b>backhoes</b> 204:15<br><b>backlog</b> 190:9<br>206:20 207:2,3<br>208:14 209:20<br>209:21 210:7<br>215:17,21<br><b>bad</b> 144:3 148:4<br>213:24 220:7,10<br>225:19<br><b>badly</b> 50:17<br><b>baggage</b> 96:14,15<br><b>bags</b> 37:2<br><b>Bahamas</b> 5:22<br><b>Bainbridge</b><br>139:12 140:17<br>140:24 141:21<br>144:3 145:6<br>146:18 151:13<br><b>Bakery</b> 91:14<br><b>balance</b> 129:24<br>181:8<br><b>balancing</b> 181:17<br><b>ball</b> 65:13 218:18<br><b>Baltimore</b> 127:5<br><b>bandaid</b> 238:7<br><b>bank</b> 37:12 75:17<br>75:23 77:15<br>78:6<br><b>bare</b> 247:10<br><b>bargaining</b> 56:8<br><b>Barosa</b> [phonetic]<br>114:13<br><b>barrel</b> 173:1,6,10<br><b>barrels</b> 172:20,21<br>173:14 174:8,10<br><b>based</b> 49:7 98:7 | 116:7 156:14,19<br>156:19 171:12<br>221:20 224:19<br>231:20 237:2<br><b>baseline</b> 242:6<br><b>basement</b> 243:24<br><b>basic</b> 129:22<br>151:21<br><b>basically</b> 46:4<br>56:14 93:13,17<br>120:18 136:11<br>181:5 238:8<br><b>basin</b> 136:12<br><b>basins</b> 102:13<br><b>basis</b> 17:16 62:18<br>63:5 64:19<br>69:13 71:24<br>132:17 135:8,16<br>136:15,20 142:6<br>158:13 242:9<br><b>basket</b> 213:5,7<br><b>Bass</b> 1:15 160:20<br>160:21,24<br>162:16 163:1,10<br>163:19 164:3,6<br>164:12,16,18,23<br>165:3,24 166:3<br>166:13,19 167:2<br>167:20,23 168:5<br>168:15 169:13<br>169:22<br><b>batching</b> 189:20<br>189:23<br><b>Beach</b> 5:8<br><b>beams</b> 95:21<br><b>bear</b> 169:5<br><b>beat</b> 227:4<br><b>becoming</b> 28:18<br><b>began</b> 4:23 5:6,16<br>185:13<br><b>begged</b> 216:19,20<br><b>beginning</b> 5:13<br>29:21 58:1 74:2<br>129:3 146:15<br>252:16<br><b>begins</b> 163:6<br><b>begun</b> 254:7,9 | <b>behalf</b> 3:24 39:7<br>42:7,7 61:11<br>111:15 124:11<br>185:5 192:6<br><b>behavior</b> 220:2<br><b>belabor</b> 84:21<br><b>belief</b> 126:9<br><b>believe</b> 6:9 13:13<br>20:1 21:3 27:10<br>27:18,21 28:6<br>29:21 52:22<br>53:17 74:11<br>81:13 88:7<br>107:14,17<br>109:20 126:3<br>148:14 157:2<br>165:10 166:7<br>198:23 207:1<br>248:11 252:8<br><b>believes</b> 156:8<br><b>bell</b> 67:14<br><b>belly</b> 213:14<br><b>belongs</b> 32:15<br><b>belt</b> 97:23<br><b>bench</b> 104:19<br><b>benchmarks</b><br>179:9,18 242:9<br><b>benefit</b> 20:23 21:2<br>21:16 22:1<br>31:21<br><b>benefits</b> 36:23<br>52:19 113:10<br>153:16 182:18<br><b>berm</b> 139:24<br><b>best</b> 18:20 22:23<br>40:17 69:12<br>90:6 98:19<br>106:14 119:18<br>144:15 145:9,12<br>147:1 162:22<br>164:10 184:15<br>191:19 195:1,22<br>255:13<br><b>better</b> 8:13 11:3<br>18:19 26:17<br>65:7 70:11<br>72:10 98:16 | 104:9 129:5<br>130:14 151:10<br>157:11 175:16<br>175:17,18 180:4<br>237:20 243:22<br>247:2<br><b>beverage</b> 98:14<br><b>beyond</b> 6:1 23:13<br>24:3 52:9<br>191:16<br><b>bid</b> 40:19 45:21<br>46:7<br><b>bidding</b> 179:21<br><b>bids</b> 43:8<br><b>big</b> 52:14 122:15<br>135:22 136:17<br>143:7 145:23<br>162:19 175:10<br>189:7 212:9<br>213:14,21<br>214:24<br><b>bigger</b> 122:14<br>239:19<br><b>biggest</b> 146:21<br><b>bill</b> 2:9,12,14 3:3<br>7:23 20:11<br>41:23 125:24<br>130:11 156:9<br>163:2 165:5,23<br>168:21 171:17<br>171:21 241:20<br>241:22<br><b>billion</b> 4:4 7:19<br>9:2 31:13,16<br>112:24 120:7<br>121:18,18 123:2<br>123:3,8,12,12<br>123:13 124:3<br><b>billions</b> 126:15,15<br><b>billion-dollar</b><br>121:17<br><b>bills</b> 1:20 2:5,8<br>75:24 77:16<br>129:2 156:13<br><b>bin</b> 173:2,5<br>223:10<br><b>bioswale</b> 181:7 | <b>bio-retention</b><br>102:13 103:7<br><b>bipartisan</b> 24:15<br>24:16<br><b>bit</b> 13:17 27:6<br>94:7 141:20<br>152:5,23 180:19<br>198:7 234:16<br>236:13<br><b>bits</b> 80:6<br><b>biweekly</b> 245:21<br><b>bizarre</b> 177:1<br><b>black</b> 50:6,6<br>138:6 248:6<br><b>Blackwell</b> 216:18<br>216:23,24<br>217:18,23 218:2<br>218:13 256:3<br><b>blank</b> 182:9<br><b>blast</b> 243:16<br><b>bleeds</b> 61:8<br><b>blessing</b> 213:3<br><b>blight</b> 229:9<br><b>block</b> 117:22<br>127:16,18<br>169:14,16 213:4<br>228:7<br><b>blockage</b> 135:5<br>136:3<br><b>Blondell</b> 1:11<br>40:8<br><b>blue</b> 5:10 11:15<br>11:22 61:8<br>149:6<br><b>board</b> 36:8,9,11<br>37:4 99:18<br>169:17 245:19<br><b>boats</b> 32:12<br><b>BOBBY</b> 1:14<br><b>body</b> 53:12 95:17<br>125:22 177:9<br>255:17,20<br><b>bold</b> 67:8<br><b>BOMA</b> 238:24<br><b>BOMA's</b> 239:3<br><b>bond</b> 75:16 77:2<br><b>bonds</b> 75:21 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                          |                         |                           |                          |                           |
|--------------------------|-------------------------|---------------------------|--------------------------|---------------------------|
| 76:14                    | 231:18 235:6            | 4:1 10:14 11:9            | 130:7 144:8              | 227:17                    |
| <b>boost</b> 201:6       | 238:24 244:10           | 37:24 66:3 89:8           | 180:21 181:21            | <b>calls</b> 159:8 188:16 |
| <b>Bora</b> 39:19,19     | 253:2                   | 111:16 113:6,8            | 239:23 247:14            | 210:17 217:9              |
| <b>boss</b> 34:5 148:24  | <b>bringing</b> 211:14  | 113:19 114:3              | 251:12,18                | 227:19 229:1              |
| <b>Boston</b> 5:11,14    | <b>Broad</b> 200:15     | 150:17 179:3              | <b>businesses</b> 4:5    | <b>calm</b> 187:3         |
| <b>bought</b> 81:5,6     | <b>brochures</b> 108:4  | 183:20 185:6,8            | 13:5,10 14:24            | <b>Calvin</b> 38:15,16    |
| 82:12                    | <b>broke</b> 151:13     | 218:6,11,16               | 24:13 37:14              | 38:17 61:8                |
| <b>Boulevard</b> 227:12  | <b>broken</b> 211:18    | 219:1 231:11,13           | 62:24 64:10              | 101:13 105:1,2            |
| <b>boundaries</b> 67:20  | 221:2 222:16            | 238:22 240:1,10           | 65:3 130:9               | 105:3                     |
| <b>box</b> 227:7         | <b>brokers</b> 237:3    | 246:15,15                 | 180:9 214:4              | <b>Calvin's</b> 106:13    |
| <b>boxes</b> 246:6       | <b>Brooks</b> 99:5      | 250:10,13,19,22           | 220:17 229:3             | <b>camera</b> 213:20      |
| <b>branch</b> 131:23     | <b>Brothers</b> 99:5    | <b>budgeted</b> 100:8     | <b>business-first</b>    | <b>Cameron</b> 9:17       |
| <b>brand</b> 8:8         | <b>brought</b> 21:11    | <b>budgeting</b> 218:5    | 129:4                    | 75:9,10 76:20             |
| <b>Brazil</b> 26:19      | 25:21 79:24             | 232:1                     | <b>business-friendly</b> | 77:8,14,18                |
| 29:17,20                 | 94:6 99:16              | <b>budgets</b> 113:10     | 129:20                   | <b>candidate</b> 106:3    |
| <b>break</b> 98:6 110:22 | 126:14 142:12           | <b>build</b> 7:6 30:22    | <b>busy</b> 235:22       | <b>cans</b> 199:4 212:16  |
| 111:1 116:10,17          | 246:2                   | 107:15 123:15             | <b>buy</b> 65:4 70:5     | 212:18,23 213:2           |
| 117:1,3,12               | <b>brown</b> 1:11 61:1  | 126:21 156:18             | 99:6,7 130:2             | 213:14 216:20             |
| 118:18 133:13            | 61:2,5 62:21            | 181:6 185:23              | <b>buyers</b> 98:8,10    | <b>cap</b> 171:20 180:5   |
| 139:12 140:21            | 63:15 64:8,16           | <b>building</b> 10:23     | <b>buzzer</b> 230:1      | 180:17                    |
| 144:10,11                | 64:24 65:14,20          | 15:17,20 30:15            |                          | <b>capable</b> 53:12      |
| 146:10 158:15            | 66:15,20 67:13          | 30:17 41:1,8,10           | <b>C</b>                 | 202:24                    |
| 170:6 183:13             | 73:20,23 74:19          | 96:3 114:6                | <b>C</b> 96:11 257:2,2   | <b>capacity</b> 6:11,15   |
| 238:9                    | 79:14,19 80:16          | 122:14 182:24             | <b>Cal</b> 82:13         | 7:1 28:3 29:14            |
| <b>breakdown</b> 44:5    | 81:11,19 82:17          | 196:17,17 232:4           | <b>calculates</b> 58:5   | 42:14 43:20               |
| 134:23 212:1             | 83:11,19 84:19          | 232:9 234:3               | <b>calculation</b> 134:2 | 67:5 71:5,8 73:1          |
| <b>breakfast</b> 97:21   | 84:23 86:17,23          | 235:1 237:13              | <b>calculations</b>      | 74:13 76:12               |
| <b>breaking</b> 119:3    | 87:15 89:4,16           | 240:5 243:17              | 102:20                   | 96:7 122:14,16            |
| 183:11 190:8             | 91:2,8,12,22            | <b>buildings</b> 73:5     | <b>Caleb</b> 63:8        | 122:18 147:21             |
| <b>breaks</b> 116:6,20   | 92:2,13,20 93:1         | 200:2                     | <b>Calendar</b> 9:11     | 191:1                     |
| 116:23 117:6             | 93:6 97:10,14           | <b>built</b> 44:21 102:6  | <b>call</b> 78:24 102:13 | <b>capital</b> 2:10,13    |
| 144:17 145:16            | 100:5,6 101:16          | 102:7 243:6               | 104:19 105:21            | 7:16 61:13 75:1           |
| 145:20,21 147:2          | 102:7 104:1,4           | <b>bulb</b> 189:18,19     | 108:23 110:18            | 76:3,5,9 112:24           |
| 158:4                    | 104:13 105:13           | 190:15                    | 125:13 135:22            | 165:21 179:24             |
| <b>bridge</b> 186:9,13   | 105:18 106:2,9          | <b>bunch</b> 150:18       | 136:16 139:17            | 180:13,15 182:7           |
| 186:15                   | 106:11,16 107:4         | <b>Bureau</b> 113:11      | 153:20 158:22            | 199:24 202:21             |
| <b>Bridget</b> 230:19    | 108:14,17 170:1         | <b>Burger</b> 99:1        | 161:15 180:6             | 232:12,13 238:3           |
| <b>brief</b> 31:9 79:10  | 170:2,7,19,22           | <b>burn</b> 225:16        | 200:11 204:19            | 245:13,15 246:7           |
| 111:1,20 230:8           | 172:4,17,23             | 227:21                    | 227:21 229:7             | 246:15                    |
| 231:4,6 249:24           | 173:3,8,15,19           | <b>busiest</b> 4:13 69:21 | 236:20                   | <b>capitalized</b> 76:1   |
| <b>briefly</b> 74:24     | 173:21,24 174:4         | 255:8                     | <b>called</b> 57:8 65:23 | <b>captain</b> 213:4      |
| 116:21 234:9             | 174:15,18,21            | <b>business</b> 9:20,22   | 102:22 103:10            | 228:7                     |
| <b>bring</b> 24:22,23    | 175:23 176:5,8          | 50:1 60:11 78:5           | 108:23 140:2             | <b>capture</b> 174:11     |
| 28:7 94:24               | 176:13 245:20           | 79:5 80:20                | 145:13,15 178:7          | <b>card</b> 104:8         |
| 99:20 131:19             | <b>bucket</b> 204:11,23 | 89:23 112:23              | 228:7                    | <b>care</b> 109:1 124:17  |
| 195:22 211:14            | 254:14                  | 118:4 120:19              | <b>calling</b> 100:22    | 190:8 194:22              |
| 213:8 220:17             | <b>budget</b> 2:13,15   | 124:22 129:5              | 136:5,6 139:14           | 195:2                     |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>career</b> 61:9<br>115:19<br><b>careful</b> 186:19<br><b>carefully</b> 58:18<br><b>cares</b> 31:24<br><b>cargo</b> 4:15 7:4<br>30:12 71:20,22<br><b>Carlton</b> 185:3<br>195:14 226:5<br><b>carrier</b> 5:5,15<br>29:2 53:1 59:16<br><b>carriers</b> 4:16,22<br>5:2 8:15 11:20<br>11:21 26:7,10<br>57:20 74:10<br><b>cars</b> 225:13,22,24<br>226:18 253:10<br>254:24 255:10<br><b>case</b> 32:13 56:3<br>57:12 59:15<br>60:1 72:9<br>109:20 155:7<br>156:12 164:1<br>244:17<br><b>cases</b> 151:20<br>167:16 168:1<br>193:15 194:13<br><b>Casey's</b> 140:1,9<br><b>cash</b> 75:23,24<br>133:22<br><b>cast</b> 144:4<br><b>Castor</b> 214:3,17<br>215:2<br><b>catastrophe</b><br>141:21 144:7<br><b>catch</b> 138:10<br>139:16 155:21<br>210:23<br><b>catching</b> 138:22<br><b>category</b> 98:7<br><b>Catholic</b> 206:10<br><b>cattle</b> 97:3<br><b>cause</b> 41:4 186:22<br>194:24<br><b>causes</b> 136:2<br>201:15<br><b>CBA</b> 21:1 | <b>celebrate</b> 38:4<br>101:23<br><b>celebrated</b> 101:19<br><b>celebration</b><br>101:20<br><b>Cell</b> 102:6,8,9<br>103:6,12<br><b>center</b> 7:4 22:14<br>49:18 50:23<br>63:13 114:21<br>146:20 179:7<br>243:6<br><b>Centers</b> 178:21<br><b>central</b> 113:12<br><b>Centro</b> 216:1<br><b>Century</b> 24:2<br>41:22,24 46:6<br>145:4 175:21,22<br><b>CEO</b> 28:12 64:15<br>87:20<br><b>CEO's</b> 196:5<br><b>CEP</b> 6:12,15,20<br>7:6,18 42:15<br>44:10 47:12,24<br>52:8,17 76:6<br>103:2<br><b>ceremony</b> 104:16<br><b>certain</b> 26:9 28:1<br>40:21 41:4<br>51:24 59:2 89:9<br>98:8 131:18<br>137:7 177:2,12<br>182:14 198:17<br>221:11 222:20<br><b>certainly</b> 42:12<br>49:24 51:19<br>52:8 72:23<br>74:19 79:19<br>98:10 102:11<br>108:18,24 143:3<br>184:14 197:16<br>201:19,20<br>226:17 245:8<br><b>certification</b> 64:1<br>257:15<br><b>certified</b> 43:16<br><b>certify</b> 257:4 | <b>certifying</b> 257:19<br><b>chainsaws</b> 189:12<br><b>Chair</b> 19:19 25:17<br>31:4 35:18<br>38:11 47:4 55:3<br>61:1 69:2 73:21<br>74:23 79:10<br>84:18 86:22<br>87:14 89:3,15<br>100:5 132:3,13<br>138:24 147:5<br>150:20 154:17<br>154:22 160:20<br>170:1 176:17<br>183:17 190:22<br>203:4 211:18<br>216:15 219:8<br>220:22 235:11<br>244:23<br><b>chaired</b> 236:18<br><b>Chairman</b> 35:15<br>176:18 203:9<br>205:20 253:8<br><b>Chairwoman</b><br>74:18 87:9 93:8<br><b>Chairwoman's</b><br>93:9<br><b>challenge</b> 36:20<br>70:1,11 92:4,15<br>144:12 148:2<br>178:9 188:1<br>199:11 226:8<br><b>challenged</b> 36:15<br>70:14<br><b>challenges</b> 34:1<br>45:24 69:8<br>70:22 148:5<br>194:21 228:15<br><b>champion</b> 65:10<br><b>change</b> 16:9 17:7<br>24:21 50:2<br>66:14 134:11<br>157:7 171:7<br>190:15 220:1<br>239:10<br><b>changed</b> 140:21<br>153:17 239:10 | <b>changes</b> 2:21<br>171:2<br><b>changing</b> 149:18<br>190:17<br><b>character</b> 38:24<br><b>charge</b> 57:5 69:15<br>88:12,19 107:23<br>134:13,20<br>248:16<br><b>charged</b> 133:3,4<br><b>charges</b> 134:20<br>236:8<br><b>charging</b> 157:1,3<br><b>Charter</b> 23:11<br>25:3 46:14 93:4<br><b>chasing</b> 227:11<br><b>cheap</b> 207:15<br>226:10<br><b>cheaper</b> 57:2 60:2<br>60:6 125:7<br>151:9<br><b>check</b> 20:13 37:2<br>94:17 103:13<br><b>checkpoint</b> 95:12<br>96:2 97:22<br><b>checks</b> 37:3 87:12<br><b>Chellie</b> 9:17 75:9<br><b>chemical</b> 114:5<br><b>Chicago</b> 27:24<br>122:22<br><b>chief</b> 3:22 20:18<br>20:20 23:1<br>199:16 203:2<br>208:9<br><b>chiefs</b> 223:3<br><b>China</b> 26:19 53:6<br><b>choice</b> 60:3 94:10<br><b>choose</b> 179:23<br><b>choosing</b> 94:12<br><b>chop</b> 189:12<br><b>chorus</b> 82:18<br><b>Chris</b> 246:16<br>250:6<br><b>Christine</b> 170:12<br><b>CINDY</b> 1:15<br><b>circle</b> 221:14<br><b>circumstance</b> | 162:23<br><b>circumvent</b> 82:9<br><b>cistern</b> 174:11<br><b>cities</b> 4:18 5:17<br>20:24 29:12<br>54:7,9,12 58:2<br>122:22 126:14<br>137:7 144:16<br>145:10,22<br><b>citizen</b> 163:7<br>216:12 224:3,3<br><b>citizens</b> 32:6<br>37:12 186:18<br>196:17 222:6<br><b>city</b> 1:2,6 2:17,19<br>3:3,21 6:11 8:1<br>8:18 9:8 14:20<br>18:3,6,11,16<br>19:23 20:9 22:4<br>23:10,11 25:2,3<br>31:14 37:17<br>38:21 39:5,7,24<br>41:17 46:13,14<br>46:18 49:9 50:3<br>50:4 53:5 55:24<br>65:6 67:3,20<br>69:16 70:1,3,5<br>77:6 78:13 85:9<br>91:7,8 93:3,4<br>104:18 111:13<br>115:4 116:24<br>117:4,7 118:12<br>120:20,21 122:5<br>122:21 123:9,21<br>124:14,20 125:9<br>125:14 126:13<br>126:19,22 127:1<br>127:5,5 128:20<br>129:23 130:7<br>131:8,17 133:4<br>136:21 140:7<br>142:3 145:13<br>146:6 149:22<br>151:21 157:22<br>166:21 167:1,23<br>168:7,10,10<br>169:19 171:19 |
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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 178:13 179:11<br>179:21 180:4<br>181:9,20 182:6<br>182:8 185:1,24<br>187:7,21,24<br>188:2,4 191:13<br>192:7 194:5<br>196:15,20 197:2<br>198:2,2 200:4<br>206:10 212:18<br>214:15 216:10<br>222:2 229:3<br>230:18 231:10<br>232:17,18<br>234:20 237:4,11<br>239:14 243:2,4<br>243:8,11 244:14<br>244:17 246:16<br>248:16 250:5,6<br>251:12<br><b>citywide</b> 218:17<br>222:2,4<br><b>City's</b> 10:1 64:3<br>66:8 113:3<br>120:5 125:7<br>232:12<br><b>civil</b> 37:21 142:3<br>149:13 152:2<br>178:24<br><b>claim</b> 139:18<br><b>claims</b> 139:15<br>140:16 142:10<br>142:11 145:7<br><b>Clare</b> 111:18<br>132:19 133:8<br>134:12,19<br><b>Clarena</b> 185:1<br>190:24<br><b>clarify</b> 68:1 80:5<br>80:12 136:6<br><b>Clarke</b> 1:10 2:2<br>3:5,12,15,18,20<br>11:12 12:12,15<br>14:4,16 15:8,10<br>16:2,20 17:19<br>18:2,13 19:2,5<br>19:17 25:15 | 31:3 35:16 38:9<br>46:23 47:3,7<br>55:1 60:24<br>67:16,22 68:3,7<br>68:17,23 100:4<br>108:24 110:15<br>110:20 111:4,10<br>111:13,21 116:2<br>116:14 117:8<br>118:10 119:21<br>120:4 121:7,20<br>123:22 124:9<br>125:12,17<br>126:17,24 127:8<br>128:22 130:4,12<br>130:16 131:1,20<br>132:7,11 138:3<br>138:18,21 147:4<br>154:20 160:18<br>168:9,18 169:23<br>170:4 176:15<br>183:9 199:11<br>230:17 250:4<br><b>Clarke's</b> 246:18<br><b>class</b> 57:17 113:14<br>113:19 114:3<br>203:24,24<br>250:20,21,21,24<br>251:1,5<br><b>classes</b> 109:15<br>177:3<br><b>classroom</b> 188:13<br><b>clean</b> 121:10<br>124:6 125:7<br>128:11 135:16<br>136:22 137:1<br>139:11 186:2<br>195:24<br><b>cleaned</b> 220:15<br><b>cleaner</b> 187:6<br><b>cleaning</b> 137:14<br>194:10<br><b>clear</b> 94:1 95:22<br>194:11<br><b>clearance</b> 189:3<br><b>cleared</b> 189:5<br><b>CLERK</b> 2:9 | <b>clock</b> 31:7 174:21<br><b>close</b> 15:18 28:1<br>45:5 59:17 68:5<br>70:19 72:13<br>74:5 107:7<br>142:24 233:16<br><b>closed</b> 206:13<br><b>closely</b> 43:24<br>95:12<br><b>closer</b> 117:9<br><b>closing</b> 11:2 206:9<br><b>closure</b> 186:10<br><b>clothes</b> 99:6<br><b>Club</b> 124:5<br><b>coach</b> 197:15<br><b>coast</b> 28:10 54:5<br><b>Cobb</b> 142:22<br><b>Cobbs</b> 123:7<br><b>Cocci</b> 250:3,6,19<br>252:2,9,14<br>253:12,22 254:9<br>254:13 255:12<br>255:19 256:7<br><b>code</b> 220:19<br><b>codes</b> 221:13<br><b>Cogen</b> 113:23<br><b>collaboration</b><br>72:7 153:3<br>185:22 186:20<br>188:10 214:22<br><b>collaborative</b><br>226:11<br><b>collapse</b> 162:5<br><b>collar</b> 149:6<br><b>colleague</b> 16:15<br>31:18 32:8,18<br>40:6,8 100:22<br>147:8<br><b>colleagues</b> 16:4<br>21:9 48:8 55:7<br>62:3 212:5<br><b>collected</b> 225:20<br><b>collecting</b> 186:4<br><b>collection</b> 28:7<br>217:10 228:18<br>233:4<br><b>collections</b> 212:23 | <b>collective</b> 56:7<br><b>college</b> 150:23<br><b>Collins-Greenw...</b><br>230:4,10,13,16<br>230:19 231:1,5<br>234:10,24 235:7<br>235:14,18,23<br>236:14 237:17<br>238:15 240:12<br>240:15,17 241:5<br>241:19 242:3,10<br>243:13 244:13<br>245:7,17 248:1<br>248:4,8,18,22<br>249:4,13<br><b>collision</b> 255:21<br><b>color</b> 61:19<br>106:22<br><b>column</b> 87:5<br><b>columns</b> 95:22<br><b>combination</b><br>107:19<br><b>combine</b> 8:7<br><b>combined</b> 7:18<br>12:5<br><b>combo</b> 136:16<br><b>come</b> 3:6 12:9<br>16:24 18:16<br>19:14 26:8<br>27:21 29:15<br>44:24 46:24<br>47:23 49:21<br>52:7 65:17 70:4<br>76:13 82:14<br>88:11 98:12<br>101:23 106:7<br>113:5 125:20<br>131:13 135:15<br>136:16 159:10<br>162:18 170:9<br>177:7 180:13<br>183:21 198:14<br>199:22 210:16<br>217:21 228:10<br>234:5,24 241:6<br>246:1 247:5<br>249:16 255:18 | <b>comes</b> 20:11<br>34:13 41:17<br>46:15 54:20<br>60:5 69:24 70:7<br>92:5 107:1<br>133:11 135:23<br>141:8 160:2<br>213:11 241:24<br><b>comfort</b> 97:24<br><b>comfortable</b><br>172:2<br><b>coming</b> 5:24 8:1<br>11:17 17:8<br>18:11 28:3 30:1<br>32:24 33:10<br>43:6 44:13<br>47:11 49:12<br>51:14 76:6<br>95:18 108:4<br>113:23 140:5<br>176:22 234:7<br>236:19 244:5<br>245:21<br><b>commend</b> 139:3<br>139:10 160:14<br>190:24 191:10<br><b>comment</b> 26:1<br>106:20 139:19<br><b>comments</b> 40:6<br>42:4,6 70:21<br><b>commerce</b> 131:17<br>199:23 202:4<br>214:15,23<br>220:16<br><b>commercial</b> 4:16<br>13:5 75:2,13,22<br>76:5,10,15 77:9<br>120:12 211:19<br>213:14 222:14<br><b>commercials</b><br>211:21<br><b>Commission</b><br>107:21 131:17<br><b>commissioner</b><br>111:5,7,8,12,14<br>111:22 112:13<br>116:3,4,12,22 |
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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 117:9 118:24<br>120:3 121:5,10<br>121:21 122:8<br>123:23 125:4,16<br>125:20 126:9,19<br>127:1,14 128:18<br>128:23 130:6,14<br>130:24 131:4<br>132:6,10,12,18<br>133:16 134:10<br>135:1,7,12<br>138:12,20<br>141:18,23 142:1<br>145:11 148:12<br>149:5,15 150:24<br>152:18 153:4,9<br>154:6,11,14<br>155:16 156:12<br>157:2,15 158:11<br>160:17,23 162:1<br>162:17 163:4,11<br>163:23 164:5,7<br>164:10,14,17,20<br>164:24 165:19<br>166:1,11,15,21<br>167:17,21 168:3<br>170:11,18,21<br>171:14 172:5,21<br>172:24 173:4,9<br>173:17,20,23<br>174:3,9,17,20<br>175:4 176:3,7,9<br>176:20,21 177:4<br>181:4 182:9,13<br>183:10 184:2,3<br>184:9,11,11,13<br>184:21,24 185:2<br>185:10 187:11<br>187:11,18,23<br>188:7,19,22<br>189:2,19 190:5<br>190:14 191:3,7<br>192:3,12,15,19<br>193:18,22 195:5<br>195:12,14<br>196:11 198:1,6<br>198:10 199:9 | 200:10,21 201:1<br>202:6,23 203:1<br>203:10,11,18<br>204:4 205:6,12<br>205:21 206:1,3<br>206:17,19,22<br>207:4,9,13,18<br>208:2,19 209:13<br>209:16,22<br>210:14,19 212:3<br>213:2 214:14,20<br>215:12,22 216:5<br>216:8,18 217:5<br>217:8,15,20<br>218:1,10 219:4<br>219:11,17,21,23<br>220:4 221:15,18<br>222:9,11,15,23<br>223:2,15,19,22<br>224:2,9,15,18<br>225:2,21 226:4<br>226:8 227:10<br>228:14,20 229:1<br>229:12,16,24<br>230:4,10,13,16<br>230:19,22 231:1<br>231:5,7 233:24<br>234:10,24 235:7<br>235:14,16,18,23<br>236:14 237:17<br>238:15,18<br>240:12,15,17<br>241:5,19 242:3<br>242:10 243:13<br>244:13 245:7,17<br>248:1,4,8,18,22<br>249:4,10,13<br><b>commissioners</b><br>111:17 185:4<br>205:21 217:3<br>231:8 235:20<br>249:11<br><b>commitment</b><br>42:13,20,21<br>43:18 120:7<br><b>commitments</b><br>42:10 | <b>committed</b> 9:5,19<br>115:6 251:9<br><b>committee</b> 1:3 2:4<br>115:3 132:3<br>183:15 186:3<br>225:20 236:21<br>256:9,12<br><b>committees</b><br>114:18 115:7<br><b>common</b> 243:24<br><b>communal</b> 163:16<br><b>communication</b><br>41:19<br><b>communications</b><br>49:6 72:3<br><b>communities</b><br>137:24 147:10<br>210:18 221:20<br>223:7 229:5,7<br><b>community</b> 13:16<br>13:18 20:23<br>21:2,16,24 38:7<br>52:7 105:16<br>115:4 139:13<br>147:20 150:22<br>181:2 193:7<br>195:15 209:2<br>212:15 213:8<br>220:16 229:9<br><b>compactor</b> 187:1<br>204:10<br><b>companies</b> 8:6<br>43:15 55:21<br>64:1 65:4 67:5<br>177:12<br><b>company</b> 56:2,3<br>79:11 82:24<br>93:20,22 242:11<br><b>compete</b> 6:7 26:9<br>71:21<br><b>competing</b> 48:17<br>48:22<br><b>competition</b> 5:13<br>12:10 26:3<br>70:10<br><b>competitive</b> 58:10<br><b>complain</b> 223:10 | <b>complaining</b><br>217:12<br><b>complaint</b> 222:4<br><b>complaints</b> 212:6<br>214:13 222:5<br>223:1,6 224:3,4<br>224:7<br><b>complete</b> 210:8<br>242:4<br><b>completed</b> 6:17<br>6:21 45:2<br>185:14 187:19<br>221:14<br><b>completely</b><br>186:11<br><b>completing</b> 45:6,9<br><b>completion</b> 76:24<br><b>complex</b> 7:3<br>10:20<br><b>compliance</b> 63:8<br>63:21 87:8,12<br>92:6 110:10<br><b>complicated</b><br>181:16<br><b>complied</b> 84:7<br><b>comply</b> 85:8,23<br>93:3<br><b>complying</b> 85:21<br>86:2,16<br><b>component</b> 46:7<br>79:1 80:7 81:23<br>140:16 141:15<br>144:23 196:22<br><b>components</b> 7:22<br><b>comprehensive</b><br>6:16 115:19<br><b>computer</b> 155:21<br><b>concentrate</b><br>221:13<br><b>concentrated</b><br>188:3<br><b>concept</b> 13:12<br>140:9 157:14<br><b>concepts</b> 99:12,22<br>99:24<br><b>concern</b> 28:17,21<br>163:18 175:10 | 177:23 201:2<br>211:24 255:5<br><b>concerned</b> 24:14<br>40:23 82:18<br>138:8 142:20<br>211:20 218:3<br><b>concerning</b><br>178:18<br><b>concerns</b> 13:14,16<br>24:18 120:16<br>138:4 155:4<br><b>concert</b> 35:2<br><b>concerted</b> 148:23<br><b>concession</b> 10:6<br>11:1 16:5,21,22<br>17:13,17 18:7<br>56:14,18 62:10<br>79:2,7 85:14<br>88:23 92:12<br>94:20 98:8,16<br>98:17 99:12<br>109:23<br><b>cessionaires</b><br>78:1 85:8,18<br>91:14<br><b>concessions</b> 16:23<br>17:15 46:20<br>62:12 79:13<br>83:13,24 88:12<br>88:19 98:1,7<br>110:12<br><b>concise</b> 233:24<br><b>concludes</b> 251:23<br><b>concurrent</b> 51:17<br>118:15<br><b>concurrently</b><br>51:18<br><b>condition</b> 117:24<br>118:3 144:5<br><b>conditions</b> 6:24<br>40:13,17 42:2<br>89:21 146:10<br><b>conduct</b> 95:8<br><b>conference</b> 32:20<br>63:22<br><b>confident</b> 114:15<br><b>configuration</b> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 30:6 69:6 70:17<br><b>confirm</b> 206:24<br><b>congestion</b> 71:7<br><b>congratulate</b><br>37:18 61:7<br>147:24<br><b>congratulating</b><br>35:22<br><b>congratulations</b><br>25:20 104:14<br>184:7,12 205:22<br>206:1<br><b>congratulatory</b><br>195:10<br><b>conjunction</b><br>54:22 233:10<br>237:9 252:18<br><b>connect</b> 34:3<br>161:11 169:2,4<br><b>connected</b> 33:14<br>54:2 162:6<br>169:20,21<br><b>connecting</b> 29:14<br>30:1 54:19<br>173:24<br><b>connection</b> 8:13<br><b>connections</b> 35:8<br>62:24<br><b>connectivity</b><br>32:17 33:21<br>35:5,14 54:3<br><b>consent</b> 113:22<br>120:5 121:23<br>126:20<br><b>consequence</b><br>146:16,16,22<br><b>consequences</b><br>146:21<br><b>conservation</b><br>102:3,11,12<br>104:10<br><b>considerable</b><br>121:15<br><b>consideration</b><br>32:4 33:1,24<br>210:22<br><b>considered</b> 23:3 | 95:13 162:12<br><b>consistent</b> 7:17<br>176:1<br><b>consistently</b> 10:8<br>18:19<br><b>constant</b> 255:4<br><b>constantly</b> 149:23<br><b>constituent</b> 193:7<br>193:20<br><b>constituents</b><br>65:17<br><b>construct</b> 16:18<br>52:6<br><b>constructed</b> 95:11<br>95:15,19<br><b>construction</b> 7:7<br>7:22 14:23<br>40:24 43:8<br>63:18 67:4<br>75:21 102:10<br>103:3 109:7,11<br>109:14 110:4<br>114:20,23<br>127:22 128:1,15<br>138:14,19<br>204:19,20 216:3<br><b>consult</b> 208:9<br><b>Consulting</b> 251:5<br><b>consumer</b> 134:2<br>195:20<br><b>consumers</b> 98:20<br><b>consumption</b><br>134:20<br><b>contact</b> 17:17<br>207:8<br><b>contained</b> 257:6<br><b>containers</b> 214:18<br>214:21<br><b>contaminant</b><br>121:22<br><b>context</b> 104:22<br><b>Continental</b> 12:6<br><b>continuation</b><br>183:20 185:24<br><b>continue</b> 6:2 11:2<br>17:12 18:18<br>35:5 39:21 43:1 | 43:9,17 46:16<br>48:10 49:3<br>53:23 63:5,12<br>63:19,24 64:12<br>64:13,20 65:9<br>65:12 76:16<br>112:21 116:19<br>119:18,19<br>139:20 150:4,7<br>175:21 180:16<br>182:3 187:5<br>226:17 251:19<br><b>continued</b> 8:23<br>26:21 185:10<br>233:18 251:23<br><b>continues</b> 12:16<br>179:8 199:2<br>232:16<br><b>continuing</b> 8:20<br>13:19 107:8<br>195:13 228:4<br><b>continuous</b> 78:8<br><b>continuously</b><br>114:14<br><b>contract</b> 9:22<br>16:19 17:7<br>18:12,15 23:20<br>23:20,23 41:12<br>42:16,23 63:21<br>82:5,11 87:8,11<br>87:13 88:17<br>90:3 92:8,22<br>94:3,5 110:3,8<br>110:10 185:18<br><b>contracting</b> 40:19<br>42:14 45:21<br>46:7 65:1 85:5<br>231:21 251:12<br><b>contractor</b> 63:18<br>92:9,10 114:10<br>160:4<br><b>contractors</b> 47:22<br>49:22 75:24<br>77:12,19 115:4<br>138:16 166:22<br>254:13<br><b>contracts</b> 10:4,7 | 16:5,6,8,9,17<br>18:5 43:7,18<br>44:4,7 48:3,4<br>49:15 77:8 82:8<br>251:13,19,19<br><b>contractual</b> 55:22<br>86:3,6,8 100:8<br>109:18,22 110:2<br><b>control</b> 31:7 50:8<br>78:2 90:19<br>138:13 226:1<br>257:18<br><b>controlled</b> 28:3<br>90:18,20<br><b>controls</b> 208:22<br><b>convenience</b> 35:8<br>35:12<br><b>Convention</b> 22:14<br>49:18 50:23<br><b>converging</b> 240:3<br><b>conversation</b><br>37:13 41:16<br>48:6 137:4<br>139:23 148:1<br>215:7,13 237:21<br>238:2<br><b>conversations</b><br>48:9 51:9,10<br>130:5 140:11<br>180:8 202:8<br>236:2,7 247:23<br><b>conversions</b><br>207:20<br><b>converting</b> 101:2<br><b>conveys</b> 136:7<br><b>convinced</b> 181:22<br><b>Conway</b> 249:2,6<br><b>Cool</b> 138:22<br>197:24<br><b>cooling</b> 232:8<br><b>cooperation</b> 2:23<br>3:1 180:20<br>219:13<br><b>coordinate</b><br>131:21 132:1<br>159:21<br><b>coordinated</b> | 119:7 120:1<br><b>coordinating</b><br>173:12,18<br><b>coordination</b> 13:6<br>119:20 130:18<br>159:16<br><b>Coordinator</b><br>114:12<br><b>copy</b> 19:24 20:10<br>82:1<br><b>core</b> 129:1 185:11<br><b>corner</b> 91:14<br>202:17 234:6<br><b>corners</b> 199:19<br><b>Corp</b> 34:17,24<br>142:23<br><b>Corporation</b> 8:5<br><b>correct</b> 48:11,12<br>82:15 91:6,10<br>92:9 118:4<br>128:22 133:8<br>163:3 166:10<br>168:1 191:2<br>200:21 214:14<br>218:1 220:6<br>221:15 222:11<br>229:12 257:9<br><b>corridor</b> 33:7,8<br>33:18 213:15<br><b>corridors</b> 200:1<br>200:24 202:18<br>213:15 214:11<br>214:12 220:13<br><b>cost</b> 57:8,12,19,20<br>57:21 58:3,12<br>58:24 59:9<br>71:17 72:24<br>73:14 75:15<br>76:5,19 78:22<br>112:18,19<br>120:19 123:2<br>126:16 127:22<br>128:15 137:14<br>137:15 153:10<br>156:16,17<br>161:10,23<br>162:10 169:5 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 174:7 177:11<br>182:19,20,23,24<br>200:7 204:11<br>234:17 237:8,8<br>241:24 251:2<br><b>costing</b> 124:20,21<br>126:14<br><b>costly</b> 121:3<br>123:11 124:7,12<br>125:1 126:4,4<br>126:10 127:2<br>134:8<br><b>costs</b> 58:7,16<br>73:18 76:23<br>77:2 113:9<br>114:6 116:18<br>157:7,17 162:19<br>172:8<br><b>couch</b> 198:16<br><b>Council</b> 1:2,10<br>2:2,17 3:2,5,15<br>3:18,21 8:1<br>11:12,18 12:12<br>12:15 14:4,16<br>15:8,10 16:2,20<br>17:19 18:2,3,6,8<br>18:11,13,16<br>19:2,5,17,23<br>20:9,12 22:18<br>22:19 24:21,21<br>24:24 25:15<br>31:3 35:16 38:9<br>41:17 46:23<br>47:3,7,16 55:1<br>60:24 65:15<br>67:16,22,24<br>68:3,7,17,23<br>73:21 76:13<br>100:4 108:24<br>110:15,19,20<br>111:4,10,13,21<br>115:23 116:2,14<br>117:8 118:10<br>119:21 120:4<br>121:7,20 123:22<br>124:9 125:12,17<br>126:17,24 127:8 | 128:20,22 130:4<br>130:12,16 131:1<br>131:20,23 132:7<br>132:11 134:23<br>138:3,18,21<br>140:1 147:4<br>152:20 154:20<br>160:18 168:9,18<br>169:23 170:4<br>171:19 176:15<br>183:9 185:1<br>191:11 199:1<br>214:16 216:12<br>221:2,6 230:17<br>230:18 231:10<br>232:17,20<br>233:17 239:23<br>246:16,18 250:3<br>250:5 251:22<br>252:18 256:9<br><b>Councilman</b> 1:10<br>1:11,12,12,13<br>1:13,14,15<br>16:15 19:19,20<br>19:22,23 20:3,4<br>20:10,14,15,18<br>20:22 21:4,6,14<br>21:20,21 22:3,6<br>22:9,13,16,23<br>23:1,6,12,15,19<br>23:22 24:3,6,9<br>25:5,8,9,13,16<br>25:17,18,24<br>27:2 28:17,23<br>28:24 30:3 31:1<br>31:4,4,5,23<br>32:19 33:4<br>34:11,18,20<br>35:2,3,17,18,19<br>38:10,11,12<br>39:3,12 40:7<br>41:24 42:3,6<br>45:1,19 46:8,11<br>46:23 47:1,4,5,8<br>47:9,10 48:13<br>48:19 49:5<br>50:10,21 51:3,7 | 51:12 52:10,11<br>52:16 54:1,4,24<br>55:2,3,4,19 56:9<br>56:13,23 58:22<br>59:21 60:21<br>61:1,11 62:1,6<br>69:2,3 70:21<br>73:11 74:17,21<br>74:22,23 75:8<br>76:18 77:4,11<br>77:17,21 79:9<br>79:15,17,18,20<br>79:21 80:15,24<br>81:14,16,17,21<br>82:6,7,7,21<br>83:17,21 84:3,5<br>84:13,16,20<br>85:2,13,14,20<br>86:1,5,9,12,18<br>86:22 87:4,7,15<br>87:17,21,24<br>88:4,7,8,11,13<br>88:18 89:2,3,18<br>89:19 90:10,14<br>90:20 91:1,3,5<br>92:3,15 93:7,8<br>93:10 95:3 97:6<br>97:11,12,17<br>98:10 100:2,5<br>104:17 106:16<br>108:22 109:2,3<br>109:12,16 110:1<br>110:8,13,16<br>121:5 132:4,13<br>132:14 133:6,9<br>134:4,18,22<br>135:2,13,21<br>136:14 137:3,22<br>138:2,9,24<br>139:1 141:24<br>144:15 147:3,9<br>154:22,23<br>156:10,23<br>157:13,18<br>158:14 159:7<br>160:5,10,19,20<br>161:5 166:17 | 171:19 175:23<br>176:17,18,21<br>177:6 182:1,11<br>183:7,16,19<br>184:1,4,10,23<br>185:9 187:10,20<br>187:24 188:6,15<br>188:21 189:1,15<br>190:4,11,19,20<br>190:21 191:4,9<br>192:4,10,13,17<br>192:23 193:19<br>195:4,6,6 203:5<br>203:7,8,12,20<br>203:23 205:3,10<br>205:14,17,18,19<br>205:20,24 206:5<br>206:18,20 207:3<br>207:5,10,14<br>208:1,12 209:11<br>209:15,17,24<br>210:3,9,16,20<br>211:4,6,7<br>216:16 219:5,7<br>219:8,12,18,22<br>220:1,20 221:17<br>222:7,10,12,16<br>222:24 223:13<br>223:17,20,24<br>224:6,12,16,23<br>225:5,7,10<br>229:14,17,24<br>230:6,12,14,17<br>230:21 231:3<br>233:23 234:23<br>235:5,9,10,15<br>235:16,20,24<br>237:16,24 240:9<br>240:14,16,19<br>241:10,11,13<br>242:2,8,13,14<br>242:15 244:24<br>245:2,3,3,5,9,11<br>247:18 248:3,7<br>248:10,15,20,24<br>249:1,7,9,15,21<br>250:4,17 252:2 | 252:4,10 253:3<br>253:6,7,15,24<br>254:11,16,18,19<br>254:23 256:2<br><b>Councilmatic</b><br>40:3,14 46:18<br>141:10 171:12<br>171:13<br><b>Councilmember</b><br>233:19<br><b>Councilwoman</b><br>1:11,14,15,16<br>40:8 43:14 61:1<br>61:2,5 62:21<br>63:7,15 64:8,16<br>64:24 65:14,20<br>66:15,20 67:13<br>67:17 73:20,22<br>73:23 74:19<br>79:14,19 80:16<br>80:20 81:11,19<br>82:17 83:11,19<br>84:19,23 85:11<br>86:17,23 87:15<br>89:4,16 91:2,8<br>91:12,22 92:2<br>92:13,20 93:1,6<br>97:10,14 100:5<br>100:6,21 101:16<br>102:7 104:1,4<br>104:13 105:13<br>105:18 106:2,9<br>106:11,16 107:3<br>107:4 108:14,17<br>147:5,6 149:3<br>149:12 150:15<br>152:8,19 153:7<br>154:4,7,12,15<br>154:21 160:21<br>160:24 162:1,16<br>163:1,10,19<br>164:3,6,12,16<br>164:18,23 165:3<br>165:24 166:3,13<br>166:19 167:2,20<br>167:23 168:5,15<br>169:13,22,24 |
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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 170:1,2,7,14,19<br>170:22 172:4,17<br>172:23 173:3,8<br>173:15,19,21,24<br>174:4,15,18,21<br>175:23 176:5,8<br>176:13,16 179:2<br>180:10 182:5<br>195:7,8 197:24<br>198:4,22 200:17<br>200:22 201:24<br>202:7 203:3,6<br>211:8,9 212:4<br>214:1,19 215:4<br>215:16,24 216:6<br>216:14,17,17,23<br>216:24 217:18<br>217:23 218:2,13<br>219:6 225:8,9<br>225:23 226:9,21<br>227:20 228:17<br>228:22 229:10<br>229:13 240:21<br>242:16,17 244:9<br>244:21 245:1<br>252:4 254:20,21<br>255:16,24 256:3<br><b>counseling</b> 115:20<br><b>count</b> 97:6 227:9<br><b>countdown</b><br>185:17 207:17<br>207:20 208:5<br>210:6,9<br><b>country</b> 28:8<br>37:23 58:11<br>98:19 107:18<br>122:13,21<br>124:15<br><b>county</b> 13:6,21<br>14:1,19 15:2,3,7<br>15:13,14 51:20<br>52:3 59:19 68:6<br>68:21<br><b>couple</b> 11:13<br>31:11 32:16<br>40:10 47:13<br>97:15 116:3 | 123:7 140:24<br>161:1,7 177:20<br>187:14 212:5<br>215:1 236:15<br><b>coupled</b> 107:9<br>234:3<br><b>course</b> 6:18 34:1<br>49:11 72:17<br>76:3 119:1,17<br>128:19,19<br>129:22 142:14<br>152:1 159:17<br>171:23 210:21<br><b>Court</b> 257:12<br><b>courts</b> 244:10<br><b>cover</b> 76:4,6<br><b>coverage</b> 228:4<br><b>covered</b> 92:15<br><b>covering</b> 2:19<br><b>cramped</b> 243:12<br><b>crane</b> 136:17<br><b>crazy</b> 246:6<br><b>Cream</b> 85:15<br><b>create</b> 7:6 46:21<br>126:7<br><b>created</b> 32:6 78:7<br>178:21<br><b>creating</b> 195:19<br>198:12 202:18<br><b>creation</b> 7:8 24:10<br>24:11<br><b>creativity</b> 38:5<br><b>credit</b> 24:10,11<br>102:21,22 105:6<br>129:18 178:14<br><b>credits</b> 24:13<br>102:17 103:8<br>181:14<br><b>Creek</b> 123:7,8<br><b>crew</b> 135:17<br>186:24 223:3<br><b>crews</b> 135:15<br>186:13 188:8<br>189:11 204:22<br><b>crime</b> 201:9,22,22<br><b>Criminal</b> 243:6<br><b>crisis</b> 142:8 | <b>critical</b> 8:24 72:5<br>72:5,5 113:18<br>118:4 179:11<br>185:23<br><b>cross</b> 42:11<br><b>crosswalk</b> 247:1<br><b>crosswalks</b><br>208:22<br><b>CSO</b> 127:3,3<br><b>CSX</b> 34:15<br><b>cultural</b> 223:5<br><b>curious</b> 59:22<br>210:13 221:8<br><b>current</b> 68:15<br>101:11 113:20<br>170:10<br><b>currently</b> 9:8<br>12:24 14:8 20:2<br>22:1 23:18<br>27:23 29:2,11<br>30:9 34:11<br>54:12 96:13,16<br>96:19 170:24<br>174:24 210:7<br>218:11 231:22<br><b>curse</b> 213:3<br><b>CURTIS</b> 1:10<br><b>custody</b> 186:19<br><b>customer</b> 5:18<br>11:6 49:24<br>50:10,15 51:5<br>94:14 162:22,23<br>195:23<br><b>customers</b> 50:17<br>130:7 168:22<br>169:2 170:24<br>171:6,16 172:16<br>255:13<br><b>cut</b> 17:2 72:22<br><b>Cutler</b> 65:22<br>148:24<br><b>CVNs</b> 221:1,4,5<br>222:10<br><b>cycle</b> 190:2<br>221:15,17,19<br>239:11<br><b>cyclical</b> 224:19 | <b>D</b><br><b>D</b> 1:16 96:13<br><b>daily</b> 4:23 5:1,12<br>5:16,23 135:8<br>135:16 142:5<br>158:13<br><b>Dallas</b> 5:6 27:24<br><b>dam</b> 123:6<br><b>damage</b> 142:19<br>145:8<br><b>damages</b> 194:24<br><b>dangerous</b> 187:4<br>194:14<br><b>DARRELL</b> 1:10<br><b>data</b> 239:17,18<br>242:19 247:4<br><b>database</b> 239:13<br><b>dataset</b> 224:14<br><b>datasets</b> 219:15<br><b>date</b> 27:13 45:5<br>89:9 185:14<br>187:19 189:4<br>232:22 252:19<br><b>Dave</b> 208:2<br><b>Davenger</b> 38:15<br>38:18 39:6<br>100:23 101:10<br>101:13,14,17<br>102:8 104:3,6<br>106:14<br><b>David</b> 1:12 185:3<br>192:8<br><b>day</b> 5:16 27:17<br>69:7 75:20<br>101:19 104:16<br>124:20 133:12<br>133:21 148:18<br>160:1,1 189:14<br>189:21 220:12<br>227:23 229:5<br>249:16<br><b>days</b> 71:2 72:9,11<br>94:12 95:16<br>159:2 178:8<br>189:21 244:1<br><b>day-to-day</b> 17:16<br><b>DBE</b> 10:3 42:10 | 62:12 66:1<br>114:23<br><b>DBEs</b> 10:2 43:16<br><b>DBE/WBE/MBE</b><br>32:5<br><b>DC</b> 35:10 122:22<br>127:5<br><b>de</b> 95:10 216:1<br><b>deal</b> 17:2,2 18:7,8<br>19:12 52:14<br>96:18 99:24<br>120:24 125:1<br>127:7 135:7<br>136:3 160:12<br>211:16 218:6,17<br>221:23<br><b>dealing</b> 121:3<br>126:4,6 166:5<br>178:23 246:11<br><b>dealings</b> 109:5,8<br><b>deals</b> 18:9 19:9,9<br>130:21 158:12<br><b>dealt</b> 79:12<br><b>debate</b> 193:6<br><b>Debbie</b> 135:8<br>142:1 158:12<br><b>Debra</b> 111:17<br>135:11<br><b>debris</b> 135:14<br>136:2,11,18,20<br>137:20 138:10<br>188:1,24 189:7<br>189:12 194:4<br><b>debt</b> 58:17 78:20<br>113:9 134:15<br><b>Deb's</b> 149:7<br><b>decades</b> 6:20<br>53:23<br><b>December</b> 13:11<br>87:20 232:19<br><b>decide</b> 126:13<br><b>decided</b> 66:14<br>120:22<br><b>decides</b> 106:14<br>118:16<br><b>decision</b> 60:14,15<br>125:8 212:11 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                          |                        |                          |                          |                          |
|--------------------------|------------------------|--------------------------|--------------------------|--------------------------|
| 255:5                    | <b>demonstrate</b>     | <b>departments</b> 38:2  | <b>desperately</b> 53:4  | 130:23                   |
| <b>decline</b> 145:19    | 42:13                  | 106:19 118:14            | <b>destinations</b> 4:19 | <b>de-board</b> 37:6     |
| <b>decrease</b> 12:1     | <b>demonstrated</b>    | 118:20 119:23            | 5:19 8:12                | <b>dialogue</b> 55:11    |
| 58:20 178:2              | 38:5 186:8             | 120:2 141:9              | <b>detail</b> 208:8      | 197:3 198:11             |
| 201:13                   | <b>DENNIS</b> 1:15     | 143:16 152:11            | <b>details</b> 60:4 90:6 | 213:19 226:18            |
| <b>decreased</b> 66:22   | <b>department</b> 38:4 | 158:9 176:2              | 207:19 208:10            | <b>difference</b> 64:2   |
| 241:22 251:1,5           | 69:15 102:16,21        | 178:1,12 180:13          | 235:4                    | 145:23                   |
| 255:21                   | 104:18 106:21          | 195:16 215:20            | <b>detection</b> 112:3   | <b>different</b> 32:2    |
| <b>decreasing</b>        | 111:1,6 112:16         | 226:19 232:18            | <b>detectors</b> 234:21  | 40:12 42:11              |
| 113:17 232:14            | 113:8 115:8            | 243:9 253:18             | <b>determination</b>     | 43:23 51:4 56:2          |
| <b>Decree</b> 126:20     | 118:21 119:2,8         | 255:6                    | 120:1                    | 59:19 62:8,8             |
| <b>decrees</b> 121:23    | 119:9,22 122:9         | <b>department's</b>      | <b>determinations</b>    | 72:18 83:17              |
| <b>dedicate</b> 39:4     | 127:10,23 128:4        | 66:10 111:15             | 144:14 210:1             | 89:24 90:8,10            |
| <b>dedicated</b> 33:13   | 128:8,10,14            | 167:19 185:5             | <b>determine</b> 88:17   | 101:7 109:14             |
| 111:24 186:7             | 130:19 131:2,9         | 231:19,20 233:1          | 186:21 207:16            | 119:15,15 122:5          |
| <b>dedication</b> 142:4  | 131:18 132:16          | <b>departure</b> 105:1   | 209:6 215:13             | 133:20 150:10            |
| <b>deed</b> 166:9        | 139:5,9 141:12         | <b>departures</b> 4:18   | <b>determining</b>       | 151:21 158:8             |
| <b>deeds</b> 167:16      | 143:18 145:14          | 5:12,15 27:17            | 210:4                    | 162:17,18,18             |
| <b>deed's</b> 167:24     | 147:11,13,21           | <b>dependent</b> 30:11   | <b>develop</b> 45:15     | 166:22,23,24             |
| <b>deep</b> 159:14       | 148:13 151:15          | 57:16 71:3               | 197:4                    | 175:15 181:17            |
| <b>deepen</b> 174:1      | 151:24 157:23          | <b>depending</b> 17:1    | <b>develope</b> 48:22    | 183:3 227:24             |
| <b>deeply</b> 82:18      | 160:2 161:6,15         | 126:22                   | <b>developed</b> 20:23   | 234:19 241:9             |
| <b>deferred</b> 232:14   | 162:7 167:13           | <b>depends</b> 158:17    | 21:13 84:12              | 247:13                   |
| <b>define</b> 77:21      | 170:10,13,24           | <b>deploy</b> 96:5       | 112:23 145:15            | <b>differently</b> 28:23 |
| 112:5                    | 178:1 179:20           | <b>depot</b> 173:12      | 161:18 194:19            | 71:1                     |
| <b>definitely</b> 118:19 | 180:1,20 182:8         | <b>Deputy</b> 9:16 34:6  | <b>developer</b> 16:21   | <b>difficult</b> 135:18  |
| 198:20 217:4             | 183:4,21,21,23         | 38:18 75:5,10            | 16:22 17:3,18            | 148:22 149:19            |
| 242:6 244:14             | 185:2,11 191:8         | 79:4 80:18               | 56:18 81:3 86:7          | 158:19 167:17            |
| <b>Delaware</b> 13:20    | 191:17 192:5,22        | 88:16 101:14             | 86:10 92:12              | 201:4 226:14             |
| 15:2,7,13 33:1           | 193:3 195:11,23        | 111:17 135:11            | 128:3 129:7              | <b>dig</b> 158:23        |
| 34:8 51:20 52:2          | 198:11 199:16          | 148:24 184:10            | <b>developers</b> 19:12  | <b>digs</b> 136:18       |
| 57:1 58:1 68:6           | 202:1 204:3,9          | 185:4 187:11             | 129:9 130:22             | <b>direct</b> 9:14 17:17 |
| <b>delay</b> 6:24 71:8   | 206:14 207:16          | 205:21 208:2             | 131:12,13                | 50:8 53:10               |
| <b>Delhi</b> 53:6 54:18  | 214:2,8,15             | 231:8 235:20             | <b>developing</b> 83:15  | 55:22 63:2               |
| <b>delis</b> 214:24      | 215:8,13,19            | 238:18 249:11            | 112:24 127:17            | 91:23 109:18,22          |
| <b>delivery</b> 72:21    | 216:9 218:4            | 250:8                    | 236:24                   | 110:1 257:18             |
| <b>Delta</b> 12:4 73:15  | 219:19 220:17          | <b>Derrick</b> 37:7      | <b>development</b> 6:4   | <b>direction</b> 89:24   |
| 74:8                     | 225:17 226:22          | <b>describe</b> 182:20   | 8:17 9:2 15:23           | 129:22 196:15            |
| <b>Deltas</b> 26:12      | 229:20,20,22           | <b>describing</b> 200:10 | 26:17 29:6 44:5          | 202:2                    |
| <b>demand</b> 49:8       | 230:20 231:7,12        | <b>deserve</b> 109:13    | 44:20 71:17              | <b>directly</b> 14:10    |
| 119:1 122:18             | 231:24 232:16          | <b>design</b> 7:21       | 79:5 80:20,22            | 15:5 26:20               |
| 123:16                   | 232:19,23,24           | <b>designed</b> 6:18     | 91:17 114:1              | 27:22 29:12              |
| <b>demands</b> 114:6     | 233:5,18 236:10        | 30:23 97:4               | 127:12,14                | 34:14 50:4 54:7          |
| <b>demographic</b>       | 242:23 243:3           | 131:15 135:22            | 128:16 129:6,11          | 56:20 78:23              |
| 53:21 224:10             | 246:14 249:15          | <b>designing</b> 178:4   | 131:7 145:15             | <b>Director</b> 9:16     |
| <b>demographics</b>      | 253:19 255:6,7         | <b>designs</b> 137:6     | 185:20                   | 63:8 70:24 71:1          |
| 59:11                    | 255:22                 | <b>desk</b> 87:1         | <b>developments</b>      | 75:6,10 79:4             |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| 80:19 87:18<br>101:14 107:14<br>240:2<br><b>Directors</b> 226:12<br><b>dirty</b> 220:11<br><b>disabilities</b> 36:10<br><b>disabled</b> 10:1<br>251:11,18<br><b>disadvantage</b><br>256:5<br><b>disadvantaged</b><br>9:20 61:19<br><b>disagreeing</b><br>133:19<br><b>discount</b> 69:16<br><b>discuss</b> 66:11,17<br>138:1 161:9<br>207:23<br><b>discussed</b> 12:16<br>55:19 177:23<br>234:12,18<br><b>discussion</b> 18:14<br>23:13 24:4 29:7<br>33:6 46:10<br>233:5,20<br><b>discussions</b> 25:12<br>26:10 28:11<br>34:10 52:2,10<br>63:14 247:22<br>248:9<br><b>disparities</b> 221:8<br>222:8<br><b>disparity</b> 221:3<br><b>disposal</b> 185:18<br>194:15<br><b>dissatisfy</b> 56:6<br><b>dissolved</b> 81:3,4,7<br><b>distinct</b> 77:7<br><b>distinguished</b><br>250:5<br><b>distributed</b><br>171:11<br><b>district</b> 40:4,14<br>141:10 161:20<br>171:13 182:16<br>198:24 206:9<br>221:5,6 233:9 | 233:14 252:18<br>252:19<br><b>districts</b> 46:19<br>171:13 221:2<br><b>diversion</b> 186:1<br><b>diversity</b> 9:5<br>12:10 31:22<br>115:16 147:24<br>148:7 175:13<br>176:6<br><b>divide</b> 57:10<br><b>dividends</b> 240:24<br><b>Division</b> 3:24 9:9<br>10:13 248:11<br><b>documentation</b><br>64:5,7<br><b>doing</b> 15:21 31:8<br>39:11,21 43:9<br>43:10 44:9<br>49:19 50:19<br>60:18 63:16<br>64:12,19 70:11<br>87:12 88:23<br>98:16 100:16<br>102:15 108:10<br>124:13 127:15<br>128:9 141:3<br>150:11,12 153:2<br>154:9 159:5<br>178:22 179:6<br>181:17 182:17<br>189:3 190:17<br>192:24 194:9,18<br>200:19 201:2<br>204:18 215:11<br>226:2 234:16<br>236:5 237:12<br>242:19 243:19<br>247:1,14 255:9<br>255:14,22<br><b>dollar</b> 6:16<br>182:19 183:1<br>241:18<br><b>dollars</b> 4:8 31:13<br>57:14 58:10<br>77:1 118:1<br>121:18,19 | 123:14 126:15<br>165:6 167:8<br>179:22 180:13<br>182:7,21 241:21<br><b>dollar-to-dollar</b><br>154:5<br><b>domestic</b> 30:1<br>54:14<br><b>domestically</b><br>29:12 71:15<br><b>Don</b> 195:14<br><b>Donald</b> 185:3<br><b>door</b> 43:6 131:12<br><b>Doug</b> 28:12<br><b>Douglas</b> 107:14<br><b>Dowd-Burton's</b><br>44:2<br><b>downturns</b> 16:7<br><b>dozen</b> 214:21<br><b>Dr</b> 37:10 250:7<br><b>drafted</b> 20:3<br><b>drafting</b> 48:10<br><b>drainage</b> 143:12<br><b>dramatically</b><br>153:11<br><b>drastic</b> 117:12<br><b>draw</b> 48:24 59:17<br>75:23<br><b>drawing</b> 182:9<br><b>dredge</b> 35:1<br><b>drill</b> 38:1<br><b>drinking</b> 113:4<br>130:2<br><b>drive</b> 66:21<br><b>driven</b> 222:5<br><b>drivers</b> 9:4<br><b>drives</b> 174:7<br><b>driving</b> 36:17<br>50:17<br><b>drones</b> 90:3,17<br><b>drop</b> 65:13<br>104:22 105:17<br>105:22 149:21<br>174:24 175:6,7<br>175:9 176:2<br>178:8<br><b>due</b> 103:15 | 113:16,21 114:5<br>135:5 190:7<br>238:5 239:10<br>251:2,13<br><b>dumping</b> 213:10<br><b>duplicating</b><br>119:17<br><b>dust</b> 234:15<br><b>duties</b> 204:20<br><b>duty</b> 98:14<br><b>dwindle</b> 26:11<br><b>dynamic</b> 8:9<br><hr/> <b>E</b> <hr/> <b>E</b> 96:14 257:2<br><b>earlier</b> 145:20<br>198:5 204:6<br><b>early</b> 13:23 17:24<br>144:2 155:22<br>219:10,14,20<br>220:24<br><b>earners</b> 85:10<br><b>Earth</b> 101:19<br>104:16<br><b>ease</b> 94:24 169:9<br><b>easier</b> 30:13<br><b>east</b> 28:10 54:4<br>248:12<br><b>Eastwick</b> 139:20<br>139:21 140:14<br>140:16 142:17<br>143:14 144:22<br><b>easy</b> 146:3 160:15<br>226:9<br><b>ECA</b> 173:19<br><b>echo</b> 40:6 147:8<br>170:14 177:23<br>195:9 242:18<br><b>echoed</b> 32:2<br><b>economic</b> 4:3 8:17<br>9:4 11:4 15:15<br>40:22 43:12<br>44:1,3 46:4 62:5<br>114:17 181:20<br><b>economically</b><br>117:21<br><b>economy</b> 4:5 6:6 | 148:21<br><b>educated</b> 195:3<br><b>education</b> 115:19<br>150:14 175:17<br><b>educational</b><br>194:19<br><b>effect</b> 27:11<br><b>effectively</b> 6:7<br>30:16 71:21<br>87:11<br><b>efficiencies</b><br>195:19 241:16<br><b>efficiency</b> 113:3<br>191:16 232:11<br>236:9 237:1<br>240:2 242:20<br><b>efficient</b> 72:21<br>212:22 236:6,12<br>237:14<br><b>efficiently</b> 6:23<br>129:8<br><b>effort</b> 13:3 27:5<br>61:14,18,24<br>63:10 107:5<br>119:7 120:2<br>148:23 170:20<br>222:4 226:12<br>246:4<br><b>efforts</b> 15:3 26:5<br>26:21 101:10<br>119:17 232:22<br><b>eight</b> 5:4 218:18<br>245:22<br><b>either</b> 17:10 47:23<br>63:2 105:23<br>188:23 197:7<br>206:12 234:8<br>241:3<br><b>El</b> 199:10,12<br>200:3,9 201:2,4<br>201:12,12<br>202:15<br><b>elaborate</b> 75:3<br>193:17 236:15<br>238:16<br><b>electric</b> 101:3<br>159:16 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                            |                                                                                                                |                                                                                    |                                                                                                                                                           |                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| <b>electrical</b> 151:9<br>186:23 232:8                                                                                                                    | 56:15 194:19<br>195:3 197:15<br>242:24                                                                         | 65:11<br><b>enormous</b> 61:20                                                     | <b>equally</b> 40:23<br>194:2                                                                                                                             | <b>events</b> 63:12<br>133:1 141:21<br>186:22                                                      |
| <b>electricians</b><br>149:10                                                                                                                              | <b>encouraged</b><br>197:12 213:22                                                                             | <b>enrolled</b> 105:17                                                             | <b>equation</b> 176:6                                                                                                                                     | <b>eventually</b> 73:7<br>128:5 174:12<br>247:20                                                   |
| <b>electricity</b> 200:20                                                                                                                                  | <b>encouraging</b><br>176:6                                                                                    | <b>ensure</b> 26:11<br>61:18 113:2                                                 | <b>equipment</b> 65:4<br>95:20,21 96:4<br>101:2 103:10<br>112:2 114:7<br>203:15,16,19<br>204:1,3,8,16,22<br>204:24 205:2,4<br>205:7,7 250:15<br>251:15,16 | <b>everybody</b> 128:1<br>165:9 230:22<br>246:13                                                   |
| <b>electronic</b> 149:11<br>151:8                                                                                                                          | <b>encroachment</b><br>215:18                                                                                  | <b>enter</b> 196:7                                                                 | <b>Erie</b> 248:12                                                                                                                                        | <b>everyone's</b> 143:12                                                                           |
| <b>eligible</b> 105:12,16<br>132:9 175:6                                                                                                                   | <b>endeavors</b> 229:18                                                                                        | <b>enterprise</b> 9:20<br>63:13                                                    | <b>erosion</b> 138:13                                                                                                                                     | <b>evidence</b> 257:5                                                                              |
| <b>elimination</b> 251:7                                                                                                                                   | <b>ended</b> 36:16                                                                                             | <b>enters</b> 16:22<br>91:19                                                       | <b>Esco</b> 237:10                                                                                                                                        | <b>exact</b> 206:22<br>207:24 209:4                                                                |
| <b>email</b> 225:11<br>243:16                                                                                                                              | <b>energy</b> 102:3,12<br>103:14,15,24<br>104:3,4,6,9,10<br>173:11,17<br>232:10 237:1,8<br>241:14,24<br>242:20 | <b>entire</b> 102:18<br>127:17 163:8<br>169:14,16 188:4                            | <b>especially</b> 49:15<br>56:9 137:19<br>178:1 228:11<br>241:1                                                                                           | <b>exactly</b> 166:4<br>167:14 208:10<br>216:21 239:9                                              |
| <b>emergencies</b><br>119:14 218:17                                                                                                                        | <b>enforce</b> 121:24                                                                                          | <b>entirety</b> 17:13                                                              | <b>essentially</b> 76:14<br>76:20 78:3,12<br>89:21 118:13                                                                                                 | <b>examine</b> 134:24                                                                              |
| <b>emergency</b> 142:7<br>158:24 218:19<br>232:15 234:14                                                                                                   | <b>enforcement</b><br>220:5,14 221:10<br>221:24                                                                | <b>entities</b> 56:22<br>69:15 91:24<br>154:1                                      | <b>establish</b> 126:5<br>233:6                                                                                                                           | <b>example</b> 33:11<br>37:24 60:1<br>76:23 83:6<br>95:10 103:17<br>151:12 204:10<br>240:22 253:19 |
| <b>emergent</b> 214:16                                                                                                                                     | <b>engage</b> 200:13<br>233:19                                                                                 | <b>entrance</b> 234:4                                                              | <b>established</b> 84:6<br>238:19 239:13                                                                                                                  | <b>examples</b> 186:8                                                                              |
| <b>emerging</b> 6:5<br>214:3,12                                                                                                                            | <b>engaged</b> 34:9<br>56:21                                                                                   | <b>entranceway</b><br>234:19                                                       | <b>establishing</b><br>124:14                                                                                                                             | <b>exceed</b> 10:8 42:24<br><b>exceeded</b> 10:10<br>66:18                                         |
| <b>emphasis</b> 26:16                                                                                                                                      | <b>engages</b> 107:20                                                                                          | <b>entrant</b> 5:5                                                                 | <b>establishment</b><br>185:20                                                                                                                            | <b>exceeding</b> 43:3<br>179:18 231:23                                                             |
| <b>employ</b> 4:6 27:17<br>55:21 85:10<br>252:14                                                                                                           | <b>engaging</b> 108:10                                                                                         | <b>entry</b> 233:10                                                                | <b>estate</b> 237:3                                                                                                                                       | <b>exceedingly</b> 81:20                                                                           |
| <b>employed</b> 9:8<br>252:13                                                                                                                              | <b>engineer</b> 208:9                                                                                          | <b>environment</b> 6:7<br>100:16 105:11<br>126:8                                   | <b>estimate</b> 132:24<br>133:14,17                                                                                                                       | <b>exceeds</b> 31:16<br>180:2                                                                      |
| <b>employee</b> 85:5<br>113:9 197:14                                                                                                                       | <b>engineering</b><br>100:10 112:3<br>114:6 178:4<br>198:18 204:12                                             | <b>environmental</b><br>38:19 100:11,13<br>100:24 101:6,8<br>101:15 105:6<br>125:9 | <b>estimated</b> 6:17<br>7:6 113:15,21<br>114:4 231:15<br>250:23                                                                                          | <b>excellence</b> 178:21<br>179:7 187:5                                                            |
| <b>employees</b> 9:7,8<br>49:23 50:3,3,13<br>56:20 78:4<br>85:15,19 86:15<br>109:12 115:9,20<br>148:9 151:15<br>174:24 175:8<br>176:12,12<br>204:13 238:22 | <b>engineers</b> 35:1<br>133:18 142:23<br>149:6 186:20                                                         | <b>environmentally</b><br>72:22                                                    | <b>estimates</b> 75:16<br>134:1                                                                                                                           | <b>excellent</b> 117:24                                                                            |
| <b>employment</b> 57:8<br>57:13,19,21<br>58:3,4,13 86:16<br>196:9 197:14<br>198:1                                                                          | <b>enhance</b> 52:23<br>180:14 232:2<br>233:7,12                                                               | <b>environments</b><br>102:2                                                       | <b>Eva</b> 196:5                                                                                                                                          | <b>exception</b> 157:4<br>165:7                                                                    |
| <b>employments</b><br>57:11                                                                                                                                | <b>enhancement</b><br>6:12,15 42:15<br>71:5 73:2 96:7<br>177:9                                                 | <b>EOP</b> 115:5,6                                                                 | <b>evaluating</b> 18:18                                                                                                                                   | <b>exceptional</b> 11:6                                                                            |
| <b>empty</b> 148:20                                                                                                                                        | <b>enhancing</b> 52:21                                                                                         | <b>EPA</b> 120:6 121:2<br>121:23 122:6<br>124:5 125:8,14<br>127:7 142:23           | <b>evaluation</b> 14:3<br>186:20 209:1                                                                                                                    | <b>excess</b> 74:13                                                                                |
| <b>enabling</b> 6:22                                                                                                                                       | <b>enjoy</b> 26:4 106:15<br>223:7                                                                              | <b>EPA's</b> 126:13                                                                | <b>evaluations</b> 114:2<br>208:20                                                                                                                        | <b>exchange</b> 177:2<br>180:17                                                                    |
| <b>encourage</b> 46:19                                                                                                                                     | <b>enjoyed</b> 61:15                                                                                           | <b>equal</b> 165:17                                                                | <b>evenly</b> 171:13                                                                                                                                      | <b>excited</b> 39:24<br>196:12 197:23<br>249:11                                                    |
|                                                                                                                                                            |                                                                                                                |                                                                                    | <b>event</b> 143:4                                                                                                                                        | <b>exciting</b> 146:24<br>174:19                                                                   |
|                                                                                                                                                            |                                                                                                                |                                                                                    |                                                                                                                                                           | <b>exclamation</b>                                                                                 |

|                           |                          |                           |                         |                           |
|---------------------------|--------------------------|---------------------------|-------------------------|---------------------------|
| 61:14                     | <b>expend</b> 232:15     | <b>F</b>                  | 123:24                  | <b>felt</b> 157:15        |
| <b>Excuse</b> 250:18      | <b>expended</b> 100:10   | <b>F</b> 257:2            | <b>far</b> 28:14 39:11  | <b>female</b> 9:10,12     |
| <b>executive</b> 3:22     | 181:12                   | <b>FAA</b> 14:2 84:4      | 123:5 158:4             | 115:1                     |
| 115:12 131:23             | <b>expending</b> 232:13  | <b>FAA's</b> 83:7         | 172:1 188:10            | <b>females</b> 44:6       |
| 148:8 170:16              | <b>expenditures</b> 7:19 | <b>facade</b> 200:11,11   | 231:23                  | <b>fence</b> 140:3,4,6    |
| <b>exercise</b> 168:4     | 127:11 165:21            | 201:19                    | <b>fares</b> 12:11 26:3 | <b>fences</b> 194:22      |
| <b>exhibition</b> 107:11  | <b>expense</b> 177:16    | <b>face</b> 69:10 196:1   | <b>fascinating</b>      | <b>fiction</b> 191:5      |
| 107:14,17                 | 204:16                   | <b>facilities</b> 7:3,5   | 144:13                  | <b>fiduciary</b> 129:22   |
| 108:13                    | <b>expenses</b> 57:9,10  | 53:20 71:13,19            | <b>fashion</b> 52:5     | <b>Fight</b> 21:15 24:18  |
| <b>exhibitions</b> 108:1  | 236:11                   | 71:21 114:9               | 94:13 95:19             | <b>fighting</b> 133:4,11  |
| 108:1                     | <b>expensive</b> 59:24   | 141:14 151:7              | 158:5                   | 134:9                     |
| <b>exist</b> 43:20        | 75:19 153:20             | 236:17 239:13             | <b>fast</b> 156:22      | <b>figure</b> 150:4       |
| <b>existed</b> 21:10      | 199:21                   | <b>facility</b> 9:2 11:5  | <b>faster</b> 247:15    | 165:14 166:4              |
| <b>existence</b> 92:17    | <b>experience</b> 50:22  | 12:24 28:7 29:9           | <b>father</b> 212:9     | 167:14 213:19             |
| <b>existing</b> 6:22 7:14 | 70:7 71:13 82:8          | 40:2 50:16 71:9           | <b>favorable</b> 13:24  | 215:14,20                 |
| 16:8 17:9 26:10           | 94:8,13,19,22            | 72:7 73:15 74:1           | 126:7                   | 216:10,13                 |
| 68:15 73:2                | 97:19 98:4               | 74:3 78:16,17             | <b>favorite</b> 121:6   | <b>figured</b> 59:22      |
| 122:18 123:18             | 107:8,10 108:19          | 100:9 108:2               | <b>feature</b> 200:8    | 90:22 138:22              |
| 129:15 152:4              | 188:12                   | 112:17 114:21             | <b>featured</b> 37:7    | <b>figuring</b> 118:8     |
| <b>exists</b> 44:11 55:20 | <b>experienced</b>       | 248:16                    | <b>February</b> 8:5     | 200:6                     |
| <b>exit</b> 105:23        | 31:10                    | <b>facing</b> 6:10 71:1   | 186:24                  | <b>filed</b> 29:18        |
| <b>expand</b> 27:20       | <b>experts</b> 237:3     | <b>fact</b> 29:18 58:11   | <b>federal</b> 10:3,5,5 | <b>fill</b> 45:16 54:16   |
| 53:19 65:3                | <b>explain</b> 36:11     | 70:12 81:21               | 31:11 43:21             | 106:7 179:12              |
| 68:19 200:18              | 91:13,13 180:18          | 102:12 116:24             | 64:3,6 66:1 83:1        | 233:9                     |
| <b>expanded</b> 115:18    | 180:19 181:3             | 145:20 148:24             | 85:9 86:16              | <b>filled</b> 44:15 178:6 |
| <b>expanding</b> 207:21   | 182:4 222:8,20           | 159:9 165:8               | 93:19 94:1 95:5         | 178:24                    |
| <b>expands</b> 7:9        | <b>Explaining</b>        | 191:5 240:3               | 97:7 121:16             | <b>filter</b> 239:11      |
| <b>expansion</b> 12:17    | 160:11                   | <b>factor</b> 32:11       | <b>fee</b> 30:1 129:16  | <b>filtered</b> 56:21     |
| 12:21 14:7,9,22           | <b>exploring</b> 199:10  | <b>factors</b> 60:14,15   | 200:20 211:12           | <b>filters</b> 239:9      |
| 15:1 22:14 29:8           | 199:18                   | 66:20                     | 211:13,18,23            | <b>final</b> 52:11 106:20 |
| 31:15,16 32:17            | <b>explosion</b> 186:14  | <b>failed</b> 186:11      | 217:11 222:14           | 126:16 159:24             |
| 34:23 35:4                | <b>exposure</b> 188:14   | <b>failures</b> 151:2     | <b>feed</b> 74:7        | 225:4 237:22              |
| 39:13,15,23               | <b>express</b> 211:24    | <b>fair</b> 46:17 162:23  | <b>feedback</b> 13:21   | <b>finalized</b> 20:4,6   |
| 40:11 51:23               | <b>extend</b> 6:22       | 162:24                    | 13:22                   | <b>finance</b> 9:16 75:6  |
| 58:15 67:23               | <b>extended</b> 156:1    | <b>fairly</b> 189:20      | <b>feeder</b> 28:19     | 75:10,14 111:18           |
| 68:9,20 89:23             | <b>extending</b> 33:2    | 204:16 242:11             | 198:12                  | 112:4                     |
| <b>expansions</b> 20:24   | <b>extension</b> 7:14,24 | <b>Fairmount</b> 123:6    | <b>feel</b> 59:24 97:3  | <b>financial</b> 2:18     |
| <b>expect</b> 25:1 46:12  | 15:24 20:2,17            | <b>fairness</b> 165:16    | 156:23 162:18           | 10:12 112:23              |
| 63:4                      | 21:23 23:17,17           | <b>fall</b> 17:24 161:5   | 165:9 233:8             | <b>financing</b> 134:14   |
| <b>expectation</b> 62:15  | 33:21                    | <b>falling</b> 194:22     | <b>feels</b> 201:14     | 254:1,2,2,6               |
| 93:2                      | <b>extensive</b> 255:18  | <b>familiar</b> 200:18    | <b>fees</b> 10:24 11:1  | <b>find</b> 38:2 60:8,12  |
| <b>expectations</b>       | <b>extent</b> 52:8       | <b>families</b> 37:1 95:1 | 78:15,19 153:11         | 60:13 70:23,24            |
| 180:2 197:17              | 162:15 169:10            | 212:8                     | 153:24 155:11           | 93:11 128:6               |
| <b>expected</b> 44:13     | 202:13                   | <b>family</b> 36:6,10,16  | 181:15                  | 129:16 146:4              |
| <b>expedient</b> 178:23   | <b>external</b> 68:4     | 94:20 97:20               | <b>feet</b> 10:20 131:8 | 153:13 168:4,6            |
| <b>expedite</b> 89:13     | <b>extra</b> 57:18       | 111:23                    | 159:14                  | 168:8 181:23              |
| <b>expedition</b> 77:12   | <b>eye</b> 50:6,6        | <b>fantastic</b> 105:4    | <b>fellow</b> 61:7      | 182:2 184:16,16           |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 197:8,21 202:9<br>213:6,13 224:20<br><b>finding</b> 26:6<br>81:22 142:24<br>168:1 201:4<br><b>fine</b> 38:24 61:9<br>98:22 201:15<br>219:19<br><b>fined</b> 217:10,12<br>218:20<br><b>fines</b> 220:24<br><b>finished</b> 230:1<br><b>fire</b> 132:16,20<br>133:1,3,12<br>134:17,20 215:9<br>216:2,9 254:13<br>254:14<br><b>Firefighting</b><br>133:6<br><b>fires</b> 132:22 134:9<br><b>firm</b> 82:11 126:9<br><b>firms</b> 61:20<br><b>first</b> 3:7 5:2 6:14<br>10:3 25:20<br>36:10,21 37:16<br>38:14 40:13,15<br>41:21,24 42:16<br>42:22,24 45:7<br>45:19,20 46:5<br>57:17 61:6<br>70:12,17 78:10<br>81:22 92:4 96:8<br>96:20 101:17<br>114:19 125:6<br>131:10,10<br>132:15 155:1,12<br>155:24 158:15<br>158:21 170:7<br>174:13 176:23<br>181:15 187:14<br>202:22 210:22<br>217:2 253:9<br><b>Fiscal</b> 2:10,13,15<br>2:19,21 4:1 6:1<br>10:14,16,17<br>11:9 114:4<br>231:12,15 | <b>fishable</b> 121:13<br><b>fit</b> 229:8<br><b>fitting</b> 39:3<br><b>five</b> 2:18 5:12<br>9:15 11:23 72:9<br>185:20<br><b>five-year</b> 169:8<br><b>fix</b> 151:16 162:8<br>178:16 201:21<br><b>fixed</b> 141:3 162:9<br>202:12<br><b>fixing</b> 199:24<br>238:7<br><b>fixture</b> 201:12,13<br>201:18<br><b>fixtures</b> 201:4,14<br><b>flashers</b> 208:24<br><b>flashing</b> 206:6,7<br>206:11,21 207:7<br><b>fleet</b> 53:3,8<br>249:16,18 250:6<br>250:8,11,12<br>251:9 252:17<br>253:15,20<br>254:22<br><b>flight</b> 5:21 53:12<br>58:1<br><b>flights</b> 4:19,24 5:1<br>5:11 8:10 11:23<br>28:20 29:4,15<br>29:24 53:18<br>54:15 59:12<br><b>flood</b> 113:22<br>140:3,3<br><b>flooding</b> 139:21<br>142:20 143:4<br><b>floor</b> 95:23<br>243:19,19<br><b>Flop</b> 178:8<br><b>Florida</b> 36:6<br>39:18<br><b>flow</b> 120:9 132:20<br>132:21 134:17<br>214:7<br><b>flowchart</b> 246:3,5<br><b>flowing</b> 112:6<br>135:6 | <b>fluctuating</b> 12:8<br><b>flushing</b> 133:2<br><b>fly</b> 33:9 50:18<br>53:3,5 57:1,3<br>59:24 60:2 90:3<br>90:16 94:10<br><b>flyers</b> 94:12 98:8<br>98:10<br><b>flying</b> 5:7 90:17<br>108:6<br><b>focus</b> 6:2 77:19<br>238:23<br><b>focused</b> 23:17<br>32:14 222:3<br><b>focusing</b> 45:10<br><b>folks</b> 12:21 33:9<br>49:15 55:21<br>56:18 63:6<br>131:10 145:6<br>147:7,10,20,22<br>151:10 152:15<br>156:20 167:5<br>173:12 196:23<br>198:9 212:20<br>228:5 240:20<br><b>follow</b> 5:9 40:5<br>43:23 79:21,22<br>79:22 87:9<br>88:14 89:1,20<br>92:3 93:9 95:15<br>126:13 139:14<br>140:11 144:20<br>144:24 145:3<br>209:5 210:3<br>215:23 236:1<br><b>followed</b> 122:21<br>127:4 226:6<br><b>following</b> 37:24<br>122:23<br><b>follows</b> 77:13<br><b>follow-up</b> 130:5<br><b>food</b> 16:6 94:21<br>98:13 99:15,19<br><b>foot</b> 102:23<br><b>footprint</b> 103:4<br>180:22<br><b>force</b> 45:8 235:24 | 236:17 237:5,23<br>240:1 245:13<br><b>forced</b> 121:2<br>126:2<br><b>foregoing</b> 257:8<br>257:15<br><b>foremost</b> 38:14<br>40:15 210:22<br><b>foresee</b> 202:16<br><b>forever</b> 253:11<br><b>Forgive</b> 104:1<br><b>forgot</b> 222:12<br><b>form</b> 32:4 129:3<br>132:1<br><b>formal</b> 13:22,24<br>14:2<br><b>formed</b> 252:17<br><b>Fort</b> 5:6<br><b>forth</b> 44:24 48:16<br>53:13 128:3<br>139:15 150:18<br><b>fortitude</b> 197:18<br><b>fortunate</b> 34:5<br>125:5<br><b>Fortunately</b> 70:8<br><b>forum</b> 62:5,20<br><b>forums</b> 43:13<br>62:8 63:3,18<br><b>forward</b> 3:7 7:10<br>8:20 14:3 17:5<br>39:22 40:5<br>41:10 43:4 44:7<br>44:8 46:10,22<br>47:13 49:17<br>52:4 56:15<br>58:15,18 59:1<br>62:15 72:2<br>74:16 81:9 93:4<br>96:8 99:11<br>104:11,12<br>106:14 114:11<br>129:13 131:19<br>154:17 172:15<br>183:22 193:20<br>195:12,21 199:4<br>202:19 224:23<br>237:19 | <b>fossil</b> 101:2<br><b>found</b> 53:22<br>142:21 147:14<br>184:17 192:16<br>193:15 208:16<br><b>four</b> 4:22 25:20<br>72:9 114:17<br>144:5 159:14<br>172:1 177:17<br><b>four-year</b> 42:23<br>105:23 156:2<br><b>frame</b> 89:11<br>155:14 189:17<br><b>franchise</b> 78:4<br><b>Francisco</b> 4:24<br><b>Frankford</b> 228:6<br><b>frankly</b> 94:9<br>125:19<br><b>free</b> 60:10 98:14<br><b>Freeport</b> 5:22<br><b>freight</b> 34:20<br><b>frequently</b> 5:18<br>137:1<br><b>friend</b> 16:15<br>32:22<br><b>friendly</b> 51:7<br>72:22 94:14<br>195:20<br><b>friends</b> 21:8<br><b>fringe</b> 113:10<br><b>front</b> 5:20 18:11<br>117:12 131:12<br>151:17 178:15<br>204:15 212:20<br>218:18 227:9<br>229:6 247:7<br><b>Frontier</b> 56:24<br>57:24 59:15<br><b>fronts</b> 45:17<br>236:15<br><b>frustrated</b> 227:1<br>228:6<br><b>frustration</b><br>142:10<br><b>frustrations</b><br>212:19<br><b>FTI</b> 251:4 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>fuel</b> 70:19 72:4,6<br>72:9,12 73:3,8<br>73:14,15,18<br>74:3,9 251:2<br><b>fueled</b> 72:14<br>73:10<br><b>fueling</b> 70:18 72:4<br>73:7<br><b>fuels</b> 101:3<br><b>fulfill</b> 10:13<br><b>fulfilling</b> 147:14<br><b>full</b> 7:6 52:8 86:13<br>99:2,9 221:14<br><b>fully</b> 131:15 242:5<br>257:6<br><b>fund</b> 10:22 113:6<br>133:3,5 165:2<br>202:4 250:13,22<br><b>funded</b> 75:2 76:9<br>214:12<br><b>funding</b> 10:5<br>43:21 121:16<br>129:10 141:12<br>171:11 203:22<br>218:11 231:17<br>231:19 239:1,20<br>240:22,24<br>250:24 251:8<br><b>funds</b> 75:4,17<br>181:11 231:14<br>232:13,15<br><b>furniture</b> 227:13<br><b>further</b> 26:11<br>117:19 177:15<br>183:8 186:14<br>190:16 225:6<br>229:15 233:20<br>249:8,10<br><b>future</b> 7:1 20:9<br>29:10 33:12<br>44:24 48:16<br>53:13,24 74:6<br>78:20 100:19<br>104:12 112:11<br>112:21 178:17<br>184:20 185:21<br>188:10 189:5,10 | 189:12 194:9,18<br>196:3,8,12,18<br>196:19 197:6<br>198:13 229:18<br>229:18 240:10<br>240:11,13,14,18<br><b>fuzzy</b> 163:14<br><b>FY11</b> 170:16<br>220:24<br><b>FY12</b> 66:4,11,17<br>83:6<br><b>FY13</b> 231:21,24<br>232:19 250:23<br>251:2,8<br><b>FY14</b> 66:12 134:4<br>231:13 232:2<br>250:12,19,22<br>251:4<br><b>FY18</b> 254:1<br><b>FY2014</b> 100:7<br>250:10<br><hr/> <b>G</b><br><b>gain</b> 14:9<br><b>Gaines</b> 63:7,8,16<br>64:9,18 65:1,19<br>66:7,16,23<br>82:20 83:13<br>84:1,4,9,14<br><b>gaining</b> 239:21<br><b>Gale</b> 3:8,12,16,19<br>3:21 11:18<br>12:14,20 14:15<br>14:21 15:9,12<br>16:18,21 17:21<br>18:7,18 19:4,7<br>19:21,22 20:1,6<br>20:13,17,20<br>21:1,5,8,18,24<br>22:5,8,11,15,21<br>23:5,14,16,21<br>24:1,5,8,23 25:8<br>25:11,24 27:10<br>28:22 29:1 30:9<br>33:4 34:13,20<br>36:18 39:9 42:3<br>45:3 46:8,12 | 47:9 48:12,20<br>49:24 51:2,6,11<br>51:19 52:15,22<br>54:3,6 55:18<br>56:12,16 57:7<br>59:4 60:5,23<br>61:4 62:2,22<br>67:21,24 68:4<br>68:14,19 70:20<br>73:22,24 75:5<br>78:10 87:8,19<br>87:23 88:2,7,10<br>88:13 89:1,13<br>90:9,15 91:1,7<br>91:10,17,23<br>92:11,17,21<br>93:2 95:3 97:9<br>98:9 100:21<br>104:23 105:2,15<br>105:19 106:3,10<br>106:12 107:3,11<br>108:15 109:5,8<br>109:16 110:7,13<br>110:19<br><b>game</b> 227:4<br><b>gap</b> 44:14,15,16<br><b>garage</b> 15:23<br><b>garages</b> 67:19<br>68:15 71:20<br><b>Garden</b> 186:10<br><b>garnered</b> 101:6<br><b>Gary</b> 231:9 246:3<br>248:10<br><b>gas</b> 119:4 159:15<br>159:16 203:22<br><b>gaskets</b> 201:11<br><b>gate</b> 37:4 73:10<br><b>gates</b> 72:13 188:1<br>188:23<br><b>gathered</b> 247:5<br><b>gauge</b> 152:10<br><b>general</b> 14:12<br>15:4 23:19 42:2<br>133:3,4 157:11<br>182:11 239:3<br>250:13,22<br><b>generally</b> 14:6 | 23:13 54:20<br><b>generated</b> 54:18<br>220:23 222:13<br><b>generates</b> 4:8<br><b>generating</b> 4:3<br><b>generations</b> 113:5<br><b>gentleman</b> 192:9<br><b>geographic</b><br>221:10<br><b>Germantown</b><br>127:15,16<br>161:20<br><b>getting</b> 16:7 26:20<br>45:24 80:6,11<br>104:8 117:13<br>135:19 136:13<br>142:24 145:2<br>158:5,7 172:2<br>182:18 189:17<br>203:12,17<br>211:22 212:1<br>217:9 226:1,24<br>244:2 250:17<br><b>giant</b> 116:10<br><b>gift</b> 98:14 99:7<br><b>give</b> 39:1 40:10,16<br>41:13 46:5<br>89:11 90:5<br>140:15 141:2<br>152:6 169:8<br>170:11 181:1<br>186:9 191:14<br>208:8 213:7<br>230:8 244:11<br>245:23 248:20<br>249:2,5,24<br><b>given</b> 6:3 94:9<br>112:13 130:1<br>148:20 165:20<br><b>gives</b> 52:6 72:23<br>225:3<br><b>giving</b> 102:21<br>170:13 246:21<br><b>glad</b> 50:21 51:9<br>179:15,16<br><b>gladly</b> 215:12,23<br><b>Gladstein</b> 196:5 | <b>glass</b> 98:23<br><b>global</b> 6:6 11:4<br>26:18 32:21<br>69:13<br><b>go</b> 17:23 18:1<br>29:16 30:13,22<br>32:7 36:9 37:1,2<br>37:3 41:9 46:22<br>47:23 49:3<br>50:14 58:4 59:7<br>59:16 61:6<br>62:15 69:9<br>75:16 76:13<br>77:5 89:8 94:11<br>94:17,21 97:15<br>97:21,22 98:24<br>99:6 102:16<br>106:14 108:8<br>110:7,23 117:22<br>121:1,2 125:22<br>128:6 133:24<br>141:2 144:9<br>145:5 156:5<br>159:23 164:19<br>165:2 171:22<br>172:1 180:19<br>181:11 191:19<br>197:5,7,8<br>208:24 209:24<br>211:10 221:12<br>221:22 223:5<br>227:23 230:14<br>241:13 246:1,12<br>246:12 250:18<br>252:20<br><b>goal</b> 7:11 52:17<br>66:4,5,7,10,13<br>66:14,18,21<br>83:6 84:2<br>114:16 115:14<br>135:18 136:22<br>175:14 197:6<br>200:6 209:9<br>211:15 231:22<br>231:23 251:10<br><b>goals</b> 9:24 10:9<br>41:4 43:3 50:20 |
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| 66:1 67:9,11,11<br>83:1,1 115:5<br><b>goes</b> 46:17 50:11<br>59:2 71:18,19<br>77:9 78:5 81:23<br>83:14 86:13<br>101:9 107:22<br>133:23 135:24<br>140:6 142:11<br>152:6 161:22<br>165:2<br><b>going</b> 2:3 16:8,17<br>17:4,5,9 25:9,12<br>26:5,16 29:10<br>32:7,10,14 33:1<br>35:9 36:13 38:3<br>39:13 41:3,9<br>42:9,11,24 43:6<br>43:9,17 44:7,24<br>45:11,14,17<br>48:9,15,17<br>52:19,20 53:12<br>53:15 54:17,23<br>59:1,8 60:16,18<br>62:14 63:10,11<br>64:11 65:9,12<br>67:14 69:10<br>74:14,16 75:5<br>77:1 78:22,22<br>81:9,22 89:24<br>90:13 94:23<br>96:21,21,23<br>99:18,21 105:19<br>108:12 110:22<br>111:5 118:3,13<br>119:13,18<br>120:19 123:7,8<br>124:10 126:11<br>137:20 139:23<br>144:10 145:3,17<br>146:18 148:21<br>150:16 151:3<br>156:3,5,11<br>157:21 161:17<br>163:15,16 167:8<br>170:6 172:7<br>175:1,20,20 | 178:5,6,9 180:6<br>181:23 183:2<br>188:7 191:20<br>196:7 197:20<br>199:6,8 202:2<br>206:8 207:18<br>209:22 212:12<br>220:21 221:12<br>224:24 226:22<br>226:23 227:1,2<br>227:3,7 228:1,3<br>228:6 229:5<br>239:4 240:20,21<br>243:3,18,19<br>247:20,23 248:5<br>248:11,12 252:7<br><b>good</b> 2:2 3:12,20<br>14:5 16:15<br>19:21,22 27:5<br>30:3 47:8,9<br>49:13 55:5 61:3<br>61:4,5,14 62:20<br>63:7 75:9 78:4<br>83:20 101:13,15<br>101:16 111:4,7<br>111:8,8,10,12<br>119:11 128:2<br>132:10 144:5<br>147:7 151:12,22<br>151:22,23 155:1<br>155:9 158:14<br>160:22,23 170:2<br>170:20 176:19<br>176:20 178:19<br>180:11 181:5<br>183:7 184:1,3<br>184:20,24<br>191:24 192:17<br>193:2,5 195:8<br>196:1 203:10,11<br>205:15 206:2<br>207:5 208:1<br>215:5 221:23<br>229:17 230:2,16<br>235:18,21<br>238:11 245:9<br>249:21 250:3 | 252:22 253:3,13<br>254:16 255:23<br><b>Goode</b> 1:13 19:19<br>19:20,23 20:4<br>20:10,15,18,22<br>21:4,6,14,21<br>22:3,6,9,13,16<br>23:1,12,15,19<br>23:22 24:3,6,9<br>25:5,9,13 40:7<br>41:22 46:9<br>87:16,17,21,24<br>88:4,8,11,18<br>89:3 92:15<br>109:2,3,12<br>110:1,13<br><b>Goode's</b> 92:3<br>93:10<br><b>gotten</b> 31:21<br><b>governing</b> 83:23<br><b>government</b> 95:6<br>130:20 151:21<br>179:12<br><b>governmental</b><br>197:1<br><b>governments</b><br>149:22<br><b>governs</b> 85:16<br><b>grab</b> 98:24<br><b>grade</b> 104:6 160:1<br><b>graduate</b> 46:2<br><b>graduation</b><br>252:13<br><b>graffiti</b> 227:3<br><b>grant</b> 10:5 153:18<br>154:8,10,11<br><b>grants</b> 129:16<br><b>grass</b> 227:14<br><b>grate</b> 138:7<br><b>grates</b> 137:9<br><b>great</b> 26:9 28:6,9<br>28:16 38:1<br>43:15 53:17<br>60:21 74:15<br>90:2 121:14<br>144:5 178:3<br>179:19 180:4,14 | 192:19 193:1<br>220:20 237:24<br>248:17 253:5,9<br><b>greater</b> 4:9<br>112:14<br><b>greatest</b> 18:22<br>97:1 98:21<br><b>greatly</b> 76:1<br><b>green</b> 37:7 41:24<br>101:4 120:8<br>125:7 139:8<br>147:17 182:21<br>182:24 183:4<br><b>Greened</b> 153:20<br><b>greenest</b> 124:14<br>124:19<br><b>Greenlee</b> 1:11<br>183:16,19 184:1<br>184:4,10,23<br>185:9 187:10,20<br>188:6,15,21<br>189:1,15 190:4<br>190:11,19 195:6<br>203:5 205:17<br>211:6 216:16<br>219:5 225:7<br>229:14,17,24<br>230:6,12,14,18<br>230:21 231:3<br>233:23 234:23<br>235:5,9,15<br>241:11 242:14<br>244:24 245:5,9<br>248:24 249:9,15<br>249:21 250:4,17<br>252:2,10 253:3<br>254:18 256:2<br><b>greeting</b> 51:7<br><b>grenade</b> 187:1<br><b>ground</b> 7:4 73:6<br>193:5<br><b>group</b> 44:2 142:2<br>142:15,15 240:2<br><b>groups</b> 21:19<br>124:6 186:3<br>220:16<br><b>Grove</b> 90:13,14 | <b>grow</b> 28:5,9 29:14<br>53:19 65:2<br>106:4 112:18<br>180:22 194:24<br><b>growing</b> 129:21<br>174:5 193:11<br><b>grows</b> 130:8<br><b>growth</b> 7:2 8:17<br>14:12 29:10,22<br>30:19<br><b>grunt</b> 242:21<br><b>guarantee</b> 86:3,6<br><b>guaranteed</b><br>241:16<br><b>guard</b> 139:16<br><b>guess</b> 24:17 47:12<br>51:4 57:1 85:4<br>88:22 125:13<br>127:19 156:6<br>158:9 160:5<br>165:4 178:21<br>218:3 236:12,20<br>238:8 242:9<br><b>guesstimate</b><br>133:10 164:9,11<br><b>guidelines</b> 43:23<br>128:17 132:8<br><b>guy</b> 88:11 105:4<br>175:6 226:5,6<br><b>guys</b> 55:5 90:22<br>139:23 155:1<br>157:10 245:20<br>253:21 |
| <b>H</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>half</b> 57:14 58:10<br>71:17,19 96:22<br>230:2<br><b>Hall</b> 1:6 234:20<br>237:11 243:2,4<br>243:8,11 244:14<br>244:17 248:16<br><b>hand</b> 187:1 222:1<br><b>handle</b> 30:7,13,16<br>30:23 119:7<br>221:11 226:14<br><b>hands</b> 126:1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 180:1 202:24<br><b>happen</b> 51:17<br>52:1 72:18<br>78:22 125:21<br>143:3 152:1<br>253:14<br><b>happened</b> 132:24<br>145:13 151:3,12<br>155:21 166:24<br>225:11<br><b>happening</b> 100:12<br>106:19 146:23<br>161:12 170:10<br><b>happens</b> 25:22<br>122:6 158:8<br><b>happy</b> 11:10 48:7<br>70:20 132:6<br>135:1 138:1<br>175:24 187:8<br>192:3,21 197:10<br>201:7 233:21<br>242:11 251:24<br><b>hard</b> 49:16<br>112:15 124:5<br>146:6 156:22<br>160:14 192:6,20<br>230:23<br><b>hardship</b> 157:16<br><b>harmony</b> 55:15<br>55:20 56:1,4<br><b>haul</b> 30:21 53:4<br>53:12<br><b>head</b> 84:10<br>100:23 135:9<br>164:1 206:23<br><b>heading</b> 142:16<br><b>heads</b> 69:15<br>104:18 106:22<br><b>headway</b> 245:14<br>245:18<br><b>hear</b> 32:2 48:7<br>50:21 51:10<br>100:15 175:24<br>179:15,16 204:7<br>230:23 235:5<br><b>heard</b> 18:14 56:24<br>57:23 59:22 | 81:1 215:22<br>217:6<br><b>hearing</b> 2:4 16:11<br><b>hearings</b> 6:15<br>38:1 89:8<br>120:16 140:18<br>183:20<br><b>Heart</b> 96:10<br><b>heated</b> 177:1<br><b>heating</b> 232:8<br><b>heavily</b> 71:14<br>204:21 205:1<br><b>heavy</b> 112:1 204:9<br>251:15<br><b>heck</b> 216:21<br><b>hedging</b> 251:3<br><b>held</b> 62:5,7,8<br>63:22 87:2<br><b>hello</b> 187:12<br>219:9<br><b>help</b> 64:10 77:23<br>97:7 129:15,17<br>147:16 153:5<br>169:3,4,8<br>177:16 241:1<br>255:10<br><b>helped</b> 137:18<br>187:13 199:20<br>239:15<br><b>helper</b> 149:10<br><b>helpful</b> 131:24<br>150:19 160:11<br>166:4 167:4<br>197:21 207:6<br>246:20<br><b>helps</b> 117:15,20<br>169:9<br><b>hen</b> 86:14<br><b>Henon</b> 1:14 31:24<br>47:4,5,8,10<br>48:19 49:5<br>50:21 51:3,7,12<br>52:11,16 54:1,4<br>54:24 74:21<br>171:19 176:17<br>176:18,21 177:6<br>182:1,11 183:7 | 205:19,20,24<br>206:5,18,20<br>207:3,5,10,14<br>208:12 209:11<br>209:15,17,24<br>210:9,16,20<br>211:4 219:7,8<br>219:12,18,22<br>220:1,20 221:17<br>222:7,10,12,16<br>222:24 223:13<br>223:17,20,24<br>224:6,12,16,23<br>225:5,11 235:10<br>235:16,20,24<br>237:16,24 240:9<br>240:14,16,19<br>241:10,13 242:2<br>242:8,13 245:2<br>245:3,3,11<br>247:18 248:3,7<br>248:15,20 249:1<br>249:7<br><b>herded</b> 97:3<br><b>Herzins</b> 231:9<br><b>hey</b> 221:12 240:5<br><b>high</b> 98:3 99:6<br>134:12 188:24<br>213:16 233:9<br>238:1 252:6<br><b>higher</b> 84:6 121:1<br>234:21<br><b>highest</b> 43:10<br>120:22 221:4,6<br><b>highlights</b> 3:16<br>185:12<br><b>highly</b> 5:10<br><b>Highway</b> 248:11<br><b>highways</b> 205:8<br><b>hire</b> 56:20 65:4<br>85:6 148:22,22<br>150:1,1 152:4<br><b>hired</b> 41:7 86:15<br>162:8 237:11<br><b>hires</b> 9:10 175:3<br><b>hiring</b> 40:14<br>41:22 42:1 | 45:21 46:6<br>47:12 56:21<br>85:18 115:18<br>150:5,7,8<br>151:21 152:3<br>175:17<br><b>Historically</b><br>188:19<br><b>history</b> 146:11,14<br>162:19<br><b>hit</b> 3:16 54:23<br>99:9 129:15<br>211:22<br><b>hitting</b> 41:4<br><b>hold</b> 62:18 99:16<br>230:21<br><b>holding</b> 83:4 92:5<br><b>holes</b> 96:3 137:9<br><b>home</b> 39:22 163:9<br>163:13 169:6<br>213:5,23<br><b>homeowner</b> 163:8<br>163:12<br><b>homeowners</b><br>142:6 195:2<br><b>homes</b> 13:9 162:6<br><b>honest</b> 255:20<br><b>honor</b> 67:14<br>112:14<br><b>hope</b> 17:21 29:13<br>49:16 147:13<br>178:18,22 179:7<br>179:20 180:16<br>182:1 219:14<br>240:15,17 247:3<br><b>hopefully</b> 5:9 26:1<br>26:13,20 30:22<br>48:1 61:17<br>76:15 89:14<br>142:24 153:15<br>170:5<br><b>hopes</b> 37:16<br><b>hoping</b> 172:9<br>239:16<br><b>hospital</b> 186:18<br><b>hospitality</b> 49:20<br>49:20 50:11,15 | 50:24 107:5<br><b>hosted</b> 61:24<br><b>hostile</b> 192:18<br><b>hot</b> 35:13 133:12<br>137:1<br><b>hotel</b> 36:16<br><b>hours</b> 159:2<br>222:20 230:3<br><b>house</b> 86:14 99:12<br>115:8 117:13<br>138:5 151:9<br>162:6 166:12,14<br>166:15 194:1<br>212:21 218:21<br><b>household</b> 213:10<br><b>houses</b> 166:23<br>218:22<br><b>housing</b> 127:17<br>128:4,5<br><b>Howard</b> 111:14<br>139:3 152:17<br><b>HR</b> 150:17<br><b>hub</b> 5:2,14 53:1<br>72:5<br><b>hubs</b> 27:23<br><b>HUD</b> 128:6<br><b>huge</b> 61:20<br><b>human</b> 85:16<br>105:20 233:6<br><b>hundred</b> 210:8<br>254:24<br><b>hundreds</b> 227:9<br><b>hungry</b> 65:18<br><b>hurry</b> 245:3<br><b>hydrant</b> 72:15<br>73:6 133:1,11<br>216:2<br><b>hydrants</b> 133:7,8<br>133:9 215:9 |
| <b>I</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Ice</b> 85:15<br><b>iconic</b> 8:8<br><b>idea</b> 40:10,16<br>79:24 90:5<br>122:24 124:2<br>128:2 141:2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

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| 155:18 161:10<br>218:8 224:13<br><b>ideas</b> 18:24<br><b>identification</b><br>187:2<br><b>identified</b> 15:15<br>33:17 44:16<br>87:10 214:22<br><b>identify</b> 68:19<br>80:17 103:5<br>146:8 230:15<br><b>identifying</b> 22:23<br>129:7 147:2<br>207:6<br><b>ignorance</b> 49:19<br><b>illegal</b> 93:24<br>213:9 229:11<br><b>imagine</b> 47:21<br>244:4<br><b>imaging</b> 95:16<br>96:1<br><b>immediate</b> 62:19<br>113:2 144:21<br>177:17<br><b>immediately</b><br>14:13 53:10<br>201:9,10<br><b>impact</b> 27:7 40:20<br>52:16 146:19<br>193:12 199:4<br>202:13<br><b>impacted</b> 8:15<br>15:1 156:22<br>171:1,7<br><b>impacts</b> 15:15<br><b>impart</b> 105:7<br><b>impervious</b><br>102:19<br><b>implement</b> 103:7<br>155:15 179:24<br><b>implementation</b><br>185:15 245:16<br><b>implemented</b><br>131:15 155:12<br>155:24 232:20<br>234:14 242:5<br><b>implementors</b> | 173:22<br><b>implications</b><br>157:7<br><b>important</b> 32:11<br>35:24 36:1,3,4<br>42:8 49:13 71:5<br>81:20 134:2<br>146:12 150:12<br>152:9 198:24<br>199:8 202:18<br>212:24<br><b>impression</b> 116:9<br><b>improve</b> 104:9<br>114:14 119:19<br>119:19 153:14<br>201:14 202:14<br>232:10 247:2,11<br><b>improved</b> 199:1<br><b>improvement</b><br>170:15 247:9<br><b>improvements</b><br>9:2 50:19<br>180:15 202:10<br>243:1<br><b>inaugurate</b> 57:24<br><b>Incentive</b> 103:10<br><b>incentives</b> 171:4,8<br><b>inch</b> 144:4<br><b>incident</b> 186:22<br><b>include</b> 10:23<br>23:8 31:14<br>65:15 185:12<br>233:3,4 234:20<br><b>included</b> 43:13,22<br>44:7 64:23<br>92:23<br><b>includes</b> 7:20<br>113:7 194:4<br>231:17 250:14<br>250:20<br><b>including</b> 4:11,18<br>9:15 113:9<br>153:24<br><b>inclusion</b> 9:6 24:1<br>24:24 31:22<br>40:9 43:11 44:4<br>114:24 | <b>inclusive</b> 2:11<br><b>income</b> 46:2<br><b>incorporate</b> 18:24<br>21:21 22:17,20<br>99:23 239:16,18<br><b>incorporated</b><br>22:1<br><b>incorporates</b><br>237:1<br><b>incorporating</b><br>2:20 58:6<br><b>increase</b> 10:15<br>11:16,16,19<br>29:8 35:6 58:16<br>65:5 73:4<br>112:20 115:15<br>116:18 134:6<br>165:22 171:21<br>172:7 175:13<br>203:15,19,21,24<br>204:1 214:7<br>221:22 222:19<br>231:14,17<br>232:11 238:21<br>239:11 251:7<br><b>increased</b> 8:16<br>66:22 150:13<br>238:21 250:24<br><b>increases</b> 59:2<br>114:5 165:1<br>251:1<br><b>increasing</b> 7:1<br>9:19 143:8<br>212:17<br><b>incredible</b> 123:18<br>142:18,18<br><b>incredibly</b> 149:16<br><b>incremental</b><br>182:23<br><b>incumbent</b> 17:10<br>17:11<br><b>incur</b> 58:17<br><b>incurred</b> 236:8<br><b>index</b> 199:1<br><b>India</b> 6:5 29:16<br><b>indicated</b> 222:18<br><b>indications</b> 13:23 | <b>indicator</b> 225:3<br><b>individual</b> 78:5<br>83:24 85:17,19<br>91:20 132:2<br>169:17 220:17<br><b>individually</b><br>233:22 235:2<br><b>individuals</b> 21:11<br>140:19<br><b>industrial</b> 153:8,9<br><b>industry</b> 49:20<br>51:4 120:18<br>132:20 163:8<br>171:20 231:20<br>239:5<br><b>ineffective</b> 229:2<br><b>inexpensively</b><br>154:2<br><b>infancy</b> 179:10<br><b>infiltration</b> 103:2<br><b>infinitesimal</b><br>134:19<br><b>inflated</b> 123:12<br><b>influence</b> 66:21<br><b>information</b><br>63:24 64:13<br>65:16 79:18<br>80:1,6,11 81:18<br>84:18,24 89:15<br>119:22 139:17<br>154:17 168:2,7<br>210:15 220:21<br>223:12 224:10<br><b>informed</b> 39:12<br>139:22<br><b>informing</b> 49:8<br><b>informs</b> 161:16<br><b>infrastructure</b><br>9:3 32:18 40:1<br>70:13 71:12,15<br>73:6 112:10,22<br>123:15,18<br>140:20 141:4<br>143:23,23 183:5<br>200:24<br><b>ingenious</b> 180:6<br><b>initially</b> 186:16 | 211:13<br><b>initiated</b> 231:24<br>254:7<br><b>initiative</b> 42:8<br>75:7 175:12<br><b>initiatives</b> 50:2<br>101:1,12 104:11<br>175:18 236:11<br><b>inlet</b> 135:15 136:5<br>136:10<br><b>inlets</b> 135:13,16<br>135:22 136:21<br>136:24 137:18<br>138:1 143:9<br><b>Innovation</b><br>113:11<br><b>innovative</b> 140:13<br>141:7 177:13<br>180:7<br><b>input</b> 157:24<br>237:2<br><b>inside</b> 38:2 169:6<br>193:7<br><b>inspected</b> 251:3<br><b>inspection</b> 186:12<br>226:13<br><b>install</b> 108:13<br><b>installation</b><br>173:13 185:17<br><b>installed</b> 107:20<br>208:8 209:7,7<br>210:6<br><b>installing</b> 33:15<br><b>instance</b> 214:2,4<br>228:3<br><b>instituted</b> 185:22<br>251:4 252:16<br><b>institutional</b><br>104:20 105:1<br><b>instrumentation</b><br>149:10<br><b>intact</b> 112:10<br><b>integrity</b> 192:20<br><b>intelligent</b> 212:11<br><b>intend</b> 252:23<br><b>intended</b> 104:23<br>213:12 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                         |                               |                                            |                          |                           |
|-----------------------------------------|-------------------------------|--------------------------------------------|--------------------------|---------------------------|
| <b>intent</b> 17:6 19:11<br>23:7,9 74:2 | <b>interviewing</b><br>197:16 | <b>issued</b> 82:4 92:23<br>221:1,4 236:22 | 255:23                   | 87:4,7 91:5               |
| <b>interact</b> 190:13                  | <b>interviews</b> 28:13       | <b>issues</b> 6:10 8:22                    | <b>jobs</b> 7:7,9 8:17   | 104:17 106:17             |
| <b>interacted</b> 38:22                 | <b>introduced</b> 8:1         | 12:16 24:19                                | 14:8,9,13,23,24          | 108:22 175:24             |
| 88:19                                   | 13:12 41:23                   | 40:13 41:15,20                             | 15:5 31:23 32:5          | <b>Joseph</b> 111:18      |
| <b>interacting</b>                      | 140:17                        | 52:24 71:7 72:4                            | 41:9 46:21               | <b>journey</b> 115:2      |
| 184:14                                  | <b>invest</b> 8:23 71:12      | 83:22 88:5                                 | 47:17 93:12              | <b>JR</b> 1:10,13         |
| <b>interaction</b> 18:3                 | 112:22                        | 101:4 146:14                               | 109:7,11 149:4           | <b>judges</b> 243:7       |
| 87:22,24                                | <b>invested</b> 9:1 71:14     | 158:2 161:3                                | 153:2 197:18             | 244:12                    |
| <b>interest</b> 21:12                   | 215:24                        | 165:15 193:10                              | 198:2,3                  | <b>July</b> 58:1          |
| 40:8 75:20 76:1                         | <b>investing</b> 200:24       | 199:14 216:10                              | <b>job's</b> 78:6        | <b>jump</b> 34:2          |
| 77:1 81:5                               | 241:1                         | 218:24 221:24                              | <b>Joe</b> 132:18 231:9  | <b>Juniata</b> 147:17     |
| 153:12 169:8                            | <b>investment</b> 19:15       | 223:5 237:19                               | <b>John</b> 231:9        | 225:10,19,19              |
| 195:1 210:17                            | 104:6 113:1                   | <b>issuing</b> 225:15                      | <b>Johnson</b> 1:12      | 228:5                     |
| 212:5                                   | 154:9 202:21                  | 228:17,20                                  | 16:15 38:11,12           | <b>junk</b> 225:13        |
| <b>interested</b> 236:2                 | 238:4                         | <b>Italy</b> 39:19                         | 39:3 45:1,19             | <b>jurisdiction</b> 90:16 |
| <b>interesting</b> 131:4                | <b>investments</b> 7:17       | <b>item</b> 172:22 218:6                   | 46:11 47:1               | <b>Justice</b> 243:6      |
| 137:13 140:9                            | 232:12                        | 228:24                                     | 61:12 62:1,6             | <b>justified</b> 161:24   |
| 144:7 145:12                            | <b>involve</b> 13:3           | <b>I-pad</b> 99:19                         | 79:18,20,21              | <b>JV</b> 84:6            |
| 157:19,19,23                            | <b>involved</b> 19:13         | <b>I-95</b> 48:22                          | 80:24 81:14,17           |                           |
| 172:11,24 177:7                         | 20:15 63:3                    |                                            | 81:21 82:6               | <b>K</b>                  |
| 191:20                                  | 108:15 158:9,18               | <b>J</b>                                   | 89:18,19 90:14           | <b>K</b> 1:11 250:7       |
| <b>Intergovernme...</b>                 | 236:16,16                     | <b>jacket</b> 191:14                       | 90:20 91:3 99:5          | <b>keenly</b> 32:14       |
| 2:23,24                                 | <b>involves</b> 103:1         | <b>James</b> 79:5 80:18                    | 132:4 138:24             | 179:17                    |
| <b>interim</b> 47:19                    | 175:15                        | 85:11                                      | 139:1 141:24             | <b>keep</b> 42:9 132:7    |
| <b>intermodal</b> 35:5                  | <b>in-ground</b> 70:18        | <b>Janet</b> 65:22                         | 144:15 147:3,9           | 135:19 136:12             |
| <b>intermodally</b>                     | <b>irate</b> 177:3            | <b>Janir</b> 114:12                        | 190:20,21 191:4          | 170:9 191:24              |
| 35:12                                   | <b>Ireland</b> 5:24           | <b>January</b> 3:2 7:11                    | 191:9 192:10,13          | 248:15 253:10             |
| <b>internal</b> 44:9                    | <b>iron</b> 35:13 135:22      | 185:13                                     | 192:17,23                | <b>keeping</b> 18:4       |
| <b>international</b>                    | 137:10 144:4                  | <b>jet</b> 5:10 11:15,22                   | 193:19 195:4             | 39:12 112:9               |
| 3:23 4:11,19                            | <b>ironic</b> 86:24           | 73:3 74:3                                  | <b>Johnson's</b> 32:19   | 128:21 199:12             |
| 5:20 6:2 8:12,14                        | <b>irreplaceable</b>          | <b>JFK</b> 27:23 28:1,1                    | 48:13                    | 248:23                    |
| 26:16 27:15                             | 105:3                         | 28:5 94:10                                 | <b>join</b> 46:20 82:18  | <b>keeps</b> 112:6        |
| 28:19 29:4,6,9                          | <b>irrigation</b> 174:13      | <b>Joanna</b> 170:12                       | 186:4                    | <b>Kensington</b> 220:7   |
| 29:10,23,24                             | <b>Island</b> 114:22          | <b>job</b> 24:9,11,14                      | <b>joined</b> 101:10     | 220:10                    |
| 30:19,21,21,22                          | <b>isolate</b> 158:16         | 44:19,23 45:20                             | <b>joining</b> 37:13     | <b>Kenyatta</b> 1:12      |
| 36:19,21 38:6                           | <b>issue</b> 8:3 12:17        | 46:17 47:20                                | 111:16                   | 61:11                     |
| 54:15 69:19                             | 17:6 32:23                    | 49:9 77:18                                 | <b>joint</b> 84:6 129:10 | <b>kept</b> 177:15        |
| <b>internationally</b>                  | 37:21 55:13,14                | 93:14 121:14                               | <b>Jones</b> 1:10 31:4,5 | <b>key</b> 28:15 50:1     |
| 71:16                                   | 82:24 83:22                   | 124:1 142:4                                | 34:11,18 35:2            | 137:21                    |
| <b>interns</b> 189:5,10                 | 89:6,10 92:15                 | 151:22 160:15                              | 74:22,23 75:8            | <b>kind</b> 32:3 41:20    |
| 189:13 243:15                           | 135:4 157:20                  | 179:19 183:7                               | 76:18 77:4,11            | 49:14 79:24               |
| 243:18                                  | 161:7,22 175:11               | 184:8 192:17                               | 77:17,21 79:9            | 80:4 89:7 94:19           |
| <b>internship</b> 252:7                 | 176:4 199:3                   | 193:1 195:18                               | 79:15 82:7,21            | 94:23 96:12               |
| <b>intersection</b> 208:6               | 201:3,20 215:23               | 196:23 197:8                               | 83:17,21 84:3,5          | 103:17 104:8              |
| <b>intersections</b>                    | 221:6,20 225:14               | 204:22 211:16                              | 84:13,16,20              | 127:6 131:21              |
| 207:16 208:4                            | 226:20 244:10                 | 248:17 253:9                               | 85:2,14,20 86:1          | 133:10,13                 |
|                                         |                               |                                            | 86:5,9,12,18,22          | 137:13 141:19             |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 145:6 150:3<br>163:17 173:1<br>177:1 182:6<br>190:2,6,8 192:4<br>195:9 196:8,24<br>197:11,18<br>198:14,16 199:5<br>200:13 209:5<br>211:24 212:11<br>214:3,5,12<br>215:5,18,21<br>223:4 225:13<br>234:3 242:21<br>247:1 254:11<br><b>kinds</b> 35:7 63:23<br>64:18 149:6<br><b>King</b> 99:1<br><b>Knapp</b> 170:12<br><b>Knappick</b> 231:9<br>248:10,10<br><b>knew</b> 121:7<br>151:15 228:22<br><b>know</b> 4:2 12:21<br>18:5 24:17 31:6<br>31:12,23 32:9<br>33:16 41:6,22<br>43:23 47:16,22<br>48:2,4 49:8,8,9<br>49:11,12,15,17<br>49:18 51:3,17<br>52:19,21 55:14<br>55:19 56:9<br>59:14 60:3<br>61:17 62:22<br>63:6 64:4 65:10<br>66:16 68:10<br>73:16 83:8<br>84:10,17 85:4<br>88:12,20 89:8<br>90:7 93:14,16<br>94:5,18 97:18<br>97:23 98:1,9<br>103:15 105:2,22<br>106:24 108:21<br>115:14 116:7,9<br>116:11 117:11<br>118:12 120:15 | 125:18,19,21<br>127:3 128:5,8<br>130:4,19 131:21<br>131:22 132:4,21<br>132:24 135:14<br>136:23 137:7<br>140:22 141:19<br>144:20,22 145:6<br>146:20 147:20<br>147:22 148:1<br>149:20 151:11<br>152:13,14,24<br>155:10 157:5,10<br>158:2,17 160:15<br>161:2,8,18,22<br>163:14,20<br>164:12,18,21<br>165:7,11,14<br>166:5 167:2,5<br>167:22,23 168:9<br>169:9,11,15<br>172:17 176:5,23<br>177:8,14,15,18<br>177:24 178:2,5<br>178:7,18 179:4<br>179:8,8,23<br>180:8,10,18,23<br>191:18 192:2<br>193:14,14,19<br>195:20,24 199:5<br>199:13,20,20<br>200:19 202:21<br>206:10,11<br>207:15 208:13<br>209:4,18,20<br>210:23 211:2,13<br>212:13 215:17<br>215:18 216:21<br>217:4,6,19<br>218:14,19 221:5<br>221:9 225:10,13<br>225:14 226:4<br>227:3,13,22<br>228:3 234:7<br>235:21 236:4<br>237:24 238:6,8<br>238:9,9,10,10 | 240:20,22,23<br>243:2,5 244:3<br>244:11 245:14<br><b>knowing</b> 22:19<br>96:21 238:10<br><b>knowledge</b> 50:22<br>104:20 105:8<br>115:17 176:12<br><b>knowledgeable</b><br>105:5<br><b>known</b> 9:18 166:7<br><b>Knox</b> 236:18<br><b>Korea</b> 26:19 27:3<br><b>Korean</b> 27:4<br><b>kudos</b> 170:11<br>177:9 195:20<br><hr/> <b>L</b> <hr/> <b>L</b> 1:10<br><b>LA</b> 27:24 39:19<br><b>labor</b> 55:13,14,20<br>56:1 87:22 88:5<br>88:5,9,14,20,21<br>88:22 109:6,9<br>109:17 114:18<br>114:19 179:18<br><b>laborer</b> 150:1<br><b>laborers</b> 149:7<br><b>lack</b> 190:7 238:3<br>238:4<br><b>ladders</b> 254:14<br><b>laden</b> 205:1<br><b>land</b> 7:21 30:10<br>78:16<br><b>landfill</b> 136:19<br><b>landing</b> 10:24<br>37:5<br><b>landings</b> 4:12<br>69:21<br><b>landlocked</b> 181:6<br><b>landlord</b> 78:13<br>91:6,7,9,11<br><b>landlord/tenant</b><br>78:23<br><b>landowner</b> 181:9<br><b>landowners</b><br>129:15 153:6 | <b>lands</b> 30:10<br><b>language</b> 23:8<br>24:2 25:1 49:11<br>49:13 92:21,23<br>143:20<br><b>large</b> 30:8 43:16<br>58:10 59:17<br>76:3 101:9<br>117:6 130:22<br>145:2 204:10,16<br>224:8<br><b>larger</b> 254:3<br><b>largest</b> 4:3 9:4<br>29:1 141:21<br>232:21<br><b>Las</b> 5:8<br><b>Lastly</b> 107:4<br>109:5 215:7<br><b>lateral</b> 162:14<br>163:11,15<br><b>laterals</b> 162:21<br><b>latest</b> 18:22 96:24<br>98:21 125:23<br><b>laughed</b> 217:6<br><b>launched</b> 5:1<br><b>launching</b> 28:9<br><b>Law</b> 94:1 233:1<br>246:14<br><b>laws</b> 23:10 25:2<br>46:13 85:9<br>86:16 93:3<br><b>lawsuits</b> 126:14<br>126:18<br><b>LAX</b> 21:3,4,9<br>25:7<br><b>lay</b> 118:22<br><b>layer</b> 61:24<br><b>laying</b> 128:10<br><b>lead</b> 37:15 122:23<br>126:13 157:20<br>238:19 239:16<br><b>Leader</b> 35:21<br><b>leaders</b> 115:11<br><b>leadership</b> 87:5<br>106:23 139:4<br>191:11,17<br><b>leading</b> 139:4 | <b>Leah</b> 107:14,20<br>108:3,10<br><b>leak</b> 112:2 133:13<br><b>learn</b> 143:19<br><b>learned</b> 31:18<br>65:21,24 156:6<br><b>lease</b> 7:14,24<br>19:24 20:2,8,11<br>20:16 21:23<br>22:2 23:7,14,16<br>25:4 47:24 48:3<br>48:10 57:16,21<br>68:1 91:18,23<br>91:24 236:9<br>237:21 254:1,1<br>254:2,6<br><b>leases</b> 16:23,24<br>237:1,2<br><b>Leasing</b> 62:10<br><b>leave</b> 32:15 37:6<br>94:4 149:22<br>230:23<br><b>leaves</b> 135:5,14<br>135:24 136:2<br>138:22<br><b>led</b> 7:12 72:8<br>103:12,15<br>185:16 201:7<br><b>LEDs</b> 199:20<br><b>left</b> 123:24 126:14<br>175:6 193:13<br>256:3<br><b>legal</b> 229:3<br><b>legally</b> 181:19<br><b>legislation</b> 23:6,8<br>24:2 41:16<br>92:19<br><b>lengthy</b> 188:20<br>190:3<br><b>lessen</b> 28:20<br>127:22 128:7,15<br><b>lessens</b> 31:18<br><b>letter</b> 217:5<br><b>letters</b> 61:13<br><b>let's</b> 39:1 48:23<br>50:23 57:20<br>62:23 98:24 |
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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 181:10 221:21<br><b>level</b> 24:15,16<br>40:21 46:3<br>50:14 64:5 84:7<br>126:6 130:18,21<br>150:6 193:8<br>196:13 198:15<br>198:20 232:11<br>233:10 242:22<br><b>levels</b> 12:1 43:10<br>43:18 198:17<br><b>leverage</b> 183:2<br><b>leveraging</b> 129:10<br>182:14,17<br><b>Lewis</b> 2:7 3:6<br><b>License</b> 226:13<br><b>lieu</b> 199:19 200:2<br><b>life</b> 42:23 77:2<br>112:11 239:11<br>254:3<br><b>lift</b> 204:23<br><b>lifts</b> 242:22<br><b>light</b> 32:24 33:14<br>35:7 188:16,18<br>194:10,12<br>204:12 206:21<br>207:11 208:18<br><b>lighting</b> 103:13,16<br>103:16 185:13<br>185:16 188:8<br>189:11 190:6<br>193:1 194:11<br>199:18 200:1,11<br>200:12 201:8<br>202:11 203:2<br>237:15<br><b>lights</b> 187:15<br>188:5 189:16,23<br>194:5,7,7,8<br>199:12,19<br>202:17 206:6,7<br>206:11 207:7<br><b>likes</b> 71:22 242:21<br><b>limit</b> 76:11<br><b>limitations</b> 28:2<br>127:10 180:21<br>180:22 | <b>limited</b> 80:22<br>251:17<br><b>line</b> 14:17 15:13<br>33:7,18 34:13<br>34:15,22 68:22<br>107:7 161:12<br>165:7 166:9<br>167:6,9 229:2,6<br><b>lines</b> 33:22 34:12<br>41:19 99:2<br>118:22 119:4<br>163:3,20 165:12<br>165:12,12 166:6<br>166:6 168:11<br>178:15 238:14<br><b>linked</b> 4:5<br><b>Lion</b> 61:7<br><b>list</b> 105:22 106:1<br>137:1 148:4<br>214:17 216:2<br><b>listed</b> 166:8<br><b>Listen</b> 193:6<br>249:1<br><b>listened</b> 246:1<br><b>lists</b> 149:14<br>152:13<br><b>litter</b> 199:1<br><b>little</b> 27:6 30:12<br>31:13 36:5<br>42:18 62:23<br>94:7 136:18<br>138:8 140:24<br>141:20 143:7<br>144:1 152:5<br>168:3 172:11<br>177:3 180:19<br>181:16 210:24<br>234:16 236:13<br>241:8 244:4<br>246:6<br><b>live</b> 160:12 187:1<br>187:6<br><b>liveable</b> 23:3<br><b>living</b> 23:6 24:7<br>36:7 92:7,14<br>130:9 212:9<br>218:22 | <b>loaders</b> 204:15<br><b>loading</b> 186:24<br><b>loan</b> 153:12 169:3<br>169:8 171:4,9<br><b>lobbying</b> 97:7<br><b>local</b> 4:7 24:11,16<br>115:1<br><b>locate</b> 158:19<br><b>location</b> 13:2<br>15:18 30:13<br>58:24 91:21<br>172:12 181:13<br>181:13<br><b>locations</b> 68:16<br>103:5 138:11<br><b>locked</b> 188:1,23<br><b>Logan</b> 5:12<br><b>London</b> 122:22<br><b>long</b> 14:12 22:3<br>30:21 33:16,17<br>48:3,6 49:5,16<br>51:15 52:17<br>53:2,4,12 61:20<br>73:4 87:17<br>102:5 113:2<br>129:19 148:15<br>177:7,14 188:17<br>202:9 205:10,13<br>205:13,14<br>219:18 220:3,9<br>246:9 248:15<br>256:6,7<br><b>longer</b> 19:11<br>172:5 244:2,4<br><b>longevity</b> 201:14<br><b>look</b> 8:19 15:17<br>33:20,22 35:5<br>35:10 41:6 43:5<br>43:19 44:11<br>48:14 49:1,16<br>58:6,23 66:23<br>66:24 67:2,7<br>69:7,12 74:14<br>84:20 93:14<br>94:2 104:11<br>106:12,13<br>128:24 137:14 | 140:10 146:10<br>146:10,14,15<br>162:13,17<br>175:18 195:12<br>195:17,21<br>197:17 199:4,22<br>199:23 200:15<br>201:19,23<br>202:19 209:8<br>212:2,10 220:6<br>224:14,23 241:8<br>241:8 249:10<br>251:20<br><b>looked</b> 225:3<br><b>looking</b> 13:21<br>14:21 18:22<br>19:8,9,13 28:16<br>28:22 32:10<br>34:4 36:2,4 48:1<br>48:3 53:16,24<br>56:13,24 57:24<br>58:20 59:5<br>60:19 65:17<br>69:16 99:11,22<br>101:3,4 103:4<br>114:11 118:5<br>122:23 125:2<br>127:3,6 129:14<br>130:6 140:8,12<br>146:21 148:19<br>149:18 150:10<br>151:5 153:19<br>175:11 177:15<br>198:21 202:3<br>211:1 212:19,22<br>215:2 226:9<br>236:23 243:3<br>245:11<br><b>looks</b> 108:3<br>136:17 159:4<br><b>loop</b> 65:15<br><b>Los</b> 4:24<br><b>lose</b> 14:8,16 59:23<br>72:1 89:9<br><b>losing</b> 14:14 68:24<br>104:9,19 227:24<br><b>lost</b> 126:17 | <b>lot</b> 16:12,13 17:16<br>26:16 29:24<br>31:21,22 33:5<br>39:17 41:9<br>45:17 47:11<br>57:2,21 65:24<br>72:18 76:3 90:3<br>102:6,8,9,20<br>103:6,12 105:7<br>105:7 112:8<br>119:1,5 120:16<br>120:19 125:18<br>128:9 130:1,2<br>137:18 142:5<br>143:7 149:7<br>152:16 161:13<br>161:21 166:5,22<br>166:23,23<br>169:12 184:19<br>190:22 206:9<br>227:11 236:5,7<br>237:19 238:7<br>239:7,8,8,15<br>240:19,20<br>243:11 245:18<br>247:12,13,15,15<br>247:16 253:13<br>255:20<br><b>lots</b> 67:19<br><b>lottery</b> 196:8<br><b>lounges</b> 57:17<br><b>love</b> 39:24 152:6<br><b>lovely</b> 37:7<br><b>lover</b> 108:7<br><b>loves</b> 246:3<br><b>low</b> 40:19 45:21<br>46:2,6 57:20<br>128:21 136:24<br>144:1 153:12<br><b>lower</b> 12:11 26:3<br>57:22 58:24<br>59:9 198:15<br>236:11 237:7<br>250:23<br><b>lowering</b> 232:13<br><b>lowest</b> 221:4,7<br><b>luck</b> 184:20 206:2 |
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|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 229:17<br><b>luckily</b> 143:5<br><b>lunch</b> 97:21<br><b>lying</b> 136:24<br><b>L&amp;I</b> 152:12<br>225:14 227:16<br>246:14 | 9:3 48:17 62:16<br>71:13 114:20<br>132:22 172:22<br>197:22 201:6<br>220:13 248:14<br><b>majority</b> 29:3<br>35:21 134:15<br><b>making</b> 41:3 44:2<br>45:3 47:18<br>64:21 125:13<br>128:11,23 139:6<br>142:11 156:4<br>165:17 182:24<br>202:10 212:11<br>229:1 236:3<br>237:6<br><b>malfunction</b><br>186:23<br><b>man</b> 36:14 38:16<br>38:23 39:20<br>192:19<br><b>manage</b> 17:15<br>113:24 138:20<br>153:15 154:1<br>157:16,17<br>172:11 180:12<br>196:1<br><b>managed</b> 76:18<br>107:13<br><b>management</b> 9:13<br>17:12 22:11<br>42:17 43:2<br>44:10 79:5<br>80:19 83:22<br>87:2 102:3<br>103:1,5 105:20<br>105:21 115:10<br>115:17 120:12<br>121:4 131:7<br>141:13 142:15<br>145:4 152:22<br>153:21 171:3,8<br>171:16 172:13<br>178:10 179:5,13<br>181:12 234:14<br>236:17 239:19<br>239:20 249:16 | 249:18 250:11<br>251:9 252:17,21<br>253:16,20<br>254:22<br><b>Management's</b><br>250:12<br><b>Manager</b> 250:6,8<br><b>managers</b> 11:10<br>19:12 106:13<br><b>manages</b> 183:5<br><b>managing</b> 87:11<br>88:16 154:3<br>179:19 226:12<br><b>Manayunk</b><br>114:22<br><b>mandate</b> 50:12<br><b>manner</b> 81:4<br><b>manual</b> 205:1<br><b>manufacturer</b><br>146:12<br><b>manufacturers</b><br>153:8,10<br><b>man-made</b> 137:8<br><b>map</b> 139:7<br><b>mapped</b> 167:19<br><b>March</b> 5:20<br><b>Maria</b> 1:16<br>180:10<br><b>Marian</b> 1:14 39:9<br><b>Mariano</b> 248:16<br><b>mark</b> 1:13 3:21<br>39:9 40:10<br>65:22 89:19<br>90:24 104:23<br>159:10<br><b>marked</b> 158:24<br>159:4<br><b>market</b> 29:2<br>75:16 79:11<br>200:5 224:20<br><b>Marketplace</b><br>79:14,15,23<br>80:4,8,10,22<br>81:24 83:2,12<br>83:14 91:18,18<br>92:1,18<br><b>markets</b> 6:5 | <b>massive</b> 123:15<br>202:16<br><b>master</b> 239:13<br><b>match</b> 45:12<br>154:5,8<br><b>material</b> 135:19<br>137:11<br><b>materials</b> 114:6<br>137:8 189:4<br>194:19 223:8<br>224:19,21<br><b>Matt</b> 246:17<br><b>matter</b> 77:14 87:9<br>112:12 116:24<br>119:13 145:20<br>148:23 168:1<br>218:9 257:8<br><b>matters</b> 9:4<br>165:18 233:20<br><b>maxed</b> 29:7<br><b>maximize</b> 18:20<br><b>Mayor</b> 2:22 3:2<br>34:6 66:9<br>148:24 191:12<br>196:13<br><b>Mayor's</b> 179:23<br>185:22<br><b>ma'am</b> 219:4<br><b>MBE</b> 82:8<br><b>McCarty</b> 111:17<br>135:8,11,11<br>136:4,15 137:17<br>137:23 149:9<br>158:14 159:9<br>160:8 164:9<br>168:13,16,20<br>169:18<br><b>McDonald's</b><br>56:19 91:14<br>98:4 99:1<br><b>meal</b> 98:22<br><b>mean</b> 14:17 35:9<br>59:10 78:3 92:9<br>94:8 117:11<br>124:16 135:22<br>144:2 157:20<br>168:5 169:19 | 179:1 216:22<br><b>meaningful</b> 32:5<br><b>means</b> 8:16<br>194:21 257:17<br><b>meant</b> 142:5<br>156:20 224:4<br><b>measure</b> 132:15<br>241:17,21<br><b>measured</b> 133:22<br>222:21 241:20<br><b>measures</b> 234:21<br><b>measuring</b> 156:15<br>242:7<br><b>mechanical</b> 151:8<br><b>mechanics</b> 149:10<br><b>mechanism</b><br>174:10<br><b>medics</b> 254:14<br><b>meet</b> 10:8 27:3<br>41:14 44:23<br>120:22 131:11<br>142:18 181:2<br>193:10 233:21<br><b>meeting</b> 43:3<br>161:9 178:10<br>183:15 192:11<br>192:16,18<br>212:15 233:14<br>256:12<br><b>meetings</b> 170:9<br>177:2 245:21,22<br><b>meets</b> 115:3 208:6<br>209:10<br><b>melt</b> 36:15<br><b>member</b> 125:22<br>245:19<br><b>members</b> 3:20<br>32:3 88:3<br>106:17 111:13<br>185:1 214:16<br>230:18 250:5<br><b>memory</b> 105:1<br><b>men</b> 192:6<br><b>mention</b> 27:2<br>48:13 102:4,24<br>218:23<br><b>mentioned</b> 26:15 |
|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| 27:16 30:19<br>46:8 52:24<br>74:24 182:4<br>214:17 241:14<br><b>mentor</b> 106:4<br><b>mentors</b> 150:9<br><b>mentorship</b><br>196:22 233:11<br><b>merge</b> 47:13<br><b>merged</b> 12:7 53:9<br><b>merger</b> 6:13 8:4,8<br>8:15,19 26:23<br>27:7,10,18<br>28:18 52:13,20<br>52:22 54:8<br><b>mesh</b> 138:6,6<br><b>message</b> 179:4<br><b>messy</b> 213:17<br><b>met</b> 21:18 100:14<br>115:5 161:5<br>196:4 245:18<br><b>metal</b> 234:21<br><b>metals</b> 223:10<br><b>meter</b> 133:24<br>156:14,18<br><b>meters</b> 133:22<br><b>method</b> 123:11<br><b>methodology</b> 83:8<br><b>metric</b> 57:7<br><b>metro</b> 59:17<br><b>Miami</b> 27:24<br><b>mic</b> 82:16 191:14<br><b>mid</b> 155:22<br>233:15<br><b>middle</b> 193:11<br>227:12 247:8<br><b>migrate</b> 239:18<br><b>miles</b> 117:7<br>123:20 144:6<br>145:22 163:21<br>164:5,7 176:10<br>254:24<br><b>military</b> 197:8,12<br><b>million</b> 4:8,10,11<br>7:16 10:15,15<br>10:17,19 76:11<br>76:23 77:4 | 96:10,20 113:7<br>113:14,15,20,20<br>114:4,20 118:1<br>134:5 150:17<br>152:24 153:1,1<br>153:19 165:21<br>182:21 185:19<br>186:4 189:7<br>203:16 204:1,2<br>211:14 216:1<br>218:5 241:21<br>250:13,14,20,20<br>250:21,23 251:2<br>251:6 254:5<br><b>mimic</b> 96:13<br><b>mind</b> 79:24 126:3<br>245:9<br><b>minimize</b> 177:10<br>177:16<br><b>minimum</b> 18:4<br>42:21 93:19,21<br>94:1 126:5<br>239:3 247:10<br><b>Minneapolis</b><br>99:14<br><b>minor</b> 237:12,12<br>248:14<br><b>minorities</b> 9:11<br>9:14 41:8 44:6<br>64:22<br><b>minority</b> 9:9 10:1<br>40:9,24 61:16<br>80:3,7,12 81:2,4<br>81:10,23 82:8<br>82:10,23 115:1<br>115:9,11,12<br>251:11,17<br><b>minute</b> 240:5<br><b>minutes</b> 117:1,2<br><b>mission</b> 10:13<br>11:3 129:1<br><b>misunderstood</b><br>203:19 204:5<br><b>mitigation</b> 172:10<br>186:12<br><b>mixed</b> 223:11<br><b>mobile</b> 59:6 | <b>model</b> 59:18<br>95:14 117:19<br>144:16 145:17<br>145:24 146:1<br>200:4 236:24<br>237:2<br><b>models</b> 144:13<br>145:16 146:8<br><b>modern</b> 95:13<br><b>modernize</b> 7:2<br><b>moment</b> 38:17<br>185:7<br><b>moments</b> 31:19<br><b>momentum</b><br>239:21<br><b>Monday</b> 101:21<br>256:10<br><b>money</b> 31:12 65:2<br>74:15 76:3,19<br>77:15 118:5,6,8<br>123:3 124:18,19<br>126:21 128:6<br>129:11,11<br>152:23 153:14<br>165:2 182:14<br>183:3,5 202:21<br>207:13,14 242:1<br><b>monies</b> 129:12<br>153:4<br><b>monitor</b> 41:3 86:5<br>88:5,15 144:9<br><b>monitoring</b> 9:24<br>88:21 118:6<br><b>monitors</b> 86:7,9<br>86:13<br><b>Montenez</b> 203:1,1<br><b>month</b> 5:8,13<br>165:22 216:20<br>247:3<br><b>monthly</b> 115:3<br>165:22<br><b>months</b> 17:24<br>45:6 181:23<br>244:6 245:22<br><b>morning</b> 2:2 3:12<br>3:20 19:21,22<br>47:8,9 55:5 | 57:24 61:3,4,5<br>63:7 75:9<br>101:13,15,16<br>111:7,8 170:3<br>223:23 224:5<br><b>mother</b> 212:9<br><b>move</b> 7:10 13:7<br>14:3 35:1 39:22<br>40:5 46:10 52:4<br>58:15,18 59:6<br>72:2 73:3 93:4<br>95:20 96:8,20<br>99:11 103:2<br>129:13 152:21<br>156:18 159:15<br>159:23 172:15<br>180:23 193:20<br>197:7,12 233:3<br>240:7 248:12<br><b>moved</b> 4:15 69:20<br>80:4,9 190:1<br>197:14<br><b>mover</b> 7:5 33:14<br>71:20<br><b>moves</b> 248:14<br><b>moving</b> 13:17<br>34:21 41:10<br>43:3 47:12<br>49:17 56:15<br>104:11 191:2,5<br>191:7 217:7<br>235:1 237:19<br>245:14 247:15<br>247:21<br><b>MSB</b> 233:2<br>244:16<br><b>multiple</b> 21:19<br>180:13 221:18<br>227:19<br><b>multi-billion</b> 6:16<br><b>multi-year</b> 18:8<br>19:11<br><b>municipalities</b><br>140:2<br><b>mural</b> 108:19<br><b>Murphy</b> 99:5<br><b>Myrtle</b> 5:8 | <b>M/WBE</b> 42:21<br><hr/> <b>N</b> <hr/> <b>N</b> 257:2<br><b>name</b> 3:21 80:9<br>111:14 192:8<br>250:5<br><b>names</b> 65:23<br><b>nation</b> 69:21<br><b>national</b> 117:10<br>178:3<br><b>nationally</b> 117:6<br><b>Natural</b> 37:11<br><b>nature</b> 178:23<br><b>Naval</b> 90:15<br><b>navigate</b> 64:11<br><b>Navy</b> 33:21,22<br><b>near</b> 101:22<br>104:12 186:15<br>213:15 240:14<br>240:18<br><b>nearby</b> 73:15<br><b>nearly</b> 53:14<br>111:24 115:8<br>186:1<br><b>necessarily</b> 17:7<br>59:10 63:1<br>68:10 132:2<br>168:16 179:13<br><b>necessary</b> 9:21<br>10:13 106:5<br><b>need</b> 6:6 13:8<br>20:8 43:23 44:6<br>45:16 49:7<br>51:24 58:18<br>60:17 64:5,6,9<br>68:20 75:24<br>82:14 84:21<br>110:7 118:1,19<br>119:4,4 129:24<br>148:22 159:12<br>171:12 178:23<br>179:4 182:15<br>202:9 205:4<br>214:6 219:1<br>220:18 227:6<br>228:1,10 232:13 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 232:14 240:4<br><b>needed</b> 12:22<br>75:18 95:20<br>152:4 170:13<br>178:6 179:14<br>207:11<br><b>needing</b> 5:19<br><b>Needless</b> 117:21<br><b>needs</b> 22:24 44:14<br>44:23 48:15<br>74:4,13 76:9<br>82:12 99:9<br>100:9 106:7<br>129:5 141:3<br><b>negative</b> 131:5<br><b>negatively</b> 171:1<br>171:7<br><b>negotiate</b> 96:22<br><b>negotiating</b><br>133:18<br><b>negotiation</b> 20:16<br>21:22 185:18<br><b>negotiations</b><br>12:18 13:20<br>23:4 42:19 45:9<br><b>neighbor</b> 216:19<br><b>neighborhood</b><br>212:18 228:5<br><b>neighborhoods</b><br>168:15 212:14<br><b>neighbors</b> 142:19<br>143:11 213:8<br>222:6<br><b>net</b> 10:24<br><b>network</b> 43:15<br><b>Neukrug</b> 111:8,12<br>111:14,22<br>116:12,22 117:9<br>118:24 120:3<br>121:5,10,21<br>123:23 125:4,16<br>126:9,19 127:1<br>128:18,23 130:6<br>130:14,24 131:4<br>132:6,10,18<br>133:16 134:10<br>135:1,7 138:12 | 138:20 141:18<br>142:1 145:11<br>148:12 149:5,15<br>150:24 152:18<br>153:4,9 154:6<br>154:11,14<br>155:16 156:12<br>157:2,15 158:11<br>160:17,23 162:1<br>162:17 163:4,11<br>163:23 164:5,7<br>164:10,14,17,20<br>164:24 165:19<br>166:1,11,15,21<br>167:17,21 168:3<br>170:18,21<br>171:14 172:5,21<br>172:24 173:4,9<br>173:17,20,23<br>174:3,9,17,20<br>175:4 176:3,7,9<br>176:20 177:4<br>181:4 182:9,13<br><b>never</b> 39:14<br>122:19 215:22<br>234:14 244:14<br><b>new</b> 4:20,22 5:2,5<br>5:16 6:2,21 7:3<br>7:4,4,8,16 8:10<br>8:14 9:10 11:20<br>11:20 12:9<br>13:12 14:24<br>17:10,11 25:21<br>26:1,23 28:15<br>30:6,7,19,22<br>35:11 39:16<br>54:12 58:11<br>62:24 70:16<br>71:20,22,24<br>73:5 74:4,13<br>92:22 94:8,24<br>95:21 96:1<br>99:11 108:9<br>113:18 114:12<br>117:18 122:21<br>123:15 127:4<br>129:6 130:7,7 | 147:12 150:1<br>155:13 156:17<br>157:22 175:3<br>179:10 184:8<br>185:18 191:10<br>199:16 201:11<br>217:3 238:22<br>248:4 250:15<br>251:3,6<br><b>news</b> 30:4 98:14<br>99:7<br><b>nice</b> 94:22 189:14<br>198:5,8<br><b>night</b> 13:17<br>135:17 223:21<br>223:22<br><b>Nittany</b> 61:7<br><b>noise</b> 13:18<br><b>noncertified</b><br>43:16<br><b>nonfunctioning</b><br>215:9<br><b>nonprofit</b> 129:12<br><b>nonresidential</b><br>154:14,16<br>171:16<br><b>nonstop</b> 4:23 5:19<br>5:23 8:10 29:19<br>53:6<br><b>non-airline</b> 79:3<br><b>norm</b> 142:13<br><b>normally</b> 181:11<br>189:9<br><b>north</b> 33:11<br>186:15 215:2<br><b>Northeast</b> 10:21<br>33:6,8,18 70:9<br>90:2 123:5<br>141:1 212:7<br><b>northwest</b> 12:4<br>13:2 26:12<br>141:1<br><b>Notary</b> 257:12<br><b>note</b> 39:6 71:6<br>145:12<br><b>noted</b> 10:9 41:18<br>257:5 | <b>notes</b> 87:1 257:7<br><b>notice</b> 14:12<br>148:7 170:17<br>237:14<br><b>noticed</b> 221:8<br>222:19<br><b>notices</b> 156:3<br><b>notify</b> 110:18<br>118:14<br><b>notion</b> 196:19<br>243:7<br><b>Notwithstanding</b><br>8:22<br><b>Nox</b> 239:24<br><b>NRDC</b> 122:7<br>124:5<br><b>nuances</b> 16:14<br><b>number</b> 29:13<br>34:7 43:12<br>57:11 60:8 67:6<br>69:17,17,17,20<br>69:20,23 70:10<br>101:1 102:10,13<br>106:17 115:14<br>117:6,9 120:15<br>123:12,17 124:6<br>128:7 130:20<br>144:1 145:19<br>148:15 151:1<br>153:6,17 158:8<br>161:3 163:24<br>167:4 171:18,23<br>174:23 175:11<br>175:14,15 176:3<br>186:2 197:22<br>206:23,24 207:1<br>209:4,14 212:2<br>212:10 218:2<br>221:1 227:22,24<br>232:17<br><b>numbers</b> 9:19<br>114:24 134:3,24<br>170:16 174:5,24<br>224:16 227:17<br>227:18,19<br><b>numerous</b> 209:19 | <b>O</b><br><b>O</b> 257:2<br><b>obligation</b> 231:16<br><b>obligations</b><br>113:16,21 114:5<br>250:23<br><b>observant</b> 223:4<br><b>observation</b><br>170:15<br><b>obtain</b> 239:24<br><b>obtained</b> 239:20<br><b>obviously</b> 35:11<br>40:11 43:19<br>67:8 131:16<br>139:13 140:21<br>143:17 195:13<br>209:11 225:5<br>230:15 244:2<br>249:5<br><b>Occasionally</b><br>87:23<br><b>occasions</b> 21:19<br>38:22<br><b>occupy</b> 9:14<br><b>occur</b> 15:13 26:22<br>94:4 145:17<br>146:22<br><b>occurred</b> 131:5<br>186:15 190:6<br><b>OEE</b> 246:14<br><b>OEO</b> 63:17 64:3<br>87:5 114:12<br><b>offenders</b> 213:21<br><b>offer</b> 24:20 27:19<br>98:3 99:2<br><b>offered</b> 25:6<br>143:13<br><b>offering</b> 24:13<br><b>offers</b> 53:17<br><b>office</b> 15:17 42:17<br>44:1,11 87:22<br>88:4,20,21,22<br>109:6,8,17<br>113:11 140:1,9<br>142:21,22<br>173:15 177:15<br>179:23 185:23 |
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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 193:20 196:5<br>207:8 209:18<br>210:11 226:12<br>233:6 234:13<br>246:18 250:11<br>250:12 251:9<br><b>Officer</b> 3:22<br><b>officers</b> 223:6,16<br>223:17<br><b>offices</b> 244:3,12<br><b>official</b> 214:11<br><b>officials</b> 115:4<br>197:3<br><b>offline</b> 137:4<br>139:17 151:3<br>208:13 210:24<br>215:8 219:14<br><b>offset</b> 180:7<br><b>oftentimes</b> 213:6<br><b>oh</b> 1:12 25:17,18<br>27:2 28:17,24<br>30:3 31:1 69:2,3<br>73:11 74:17<br>93:7,8 97:6,11<br>97:12,17 100:2<br>132:13,14 133:6<br>133:9 134:4,18<br>134:22 135:2,21<br>136:14 137:3,22<br>138:2 192:10<br>203:7,8,12,23<br>205:3,10,14<br>223:22 234:10<br>252:4 253:6,7<br>253:15,24<br>254:11,16,23<br><b>OHR</b> 149:17<br>152:3 178:19<br><b>Oh's</b> 35:3<br><b>okay</b> 3:19 12:15<br>16:2 18:13<br>19:17 20:15,22<br>22:3 24:6 28:24<br>30:3 46:11<br>48:19 56:23<br>59:21 60:21<br>63:15 66:15 | 67:13 72:6 75:8<br>77:21 82:6<br>84:13 85:2<br>87:21 90:21<br>91:3,22 92:2,13<br>92:20 93:7<br>104:13 108:14<br>120:4 124:9<br>126:24 127:8<br>131:20 134:4,18<br>134:22 136:14<br>137:3,22 138:18<br>138:21 154:12<br>154:16 163:1,10<br>164:16 165:24<br>166:3 168:5,19<br>169:22 170:7<br>182:13 184:23<br>187:10 188:6,15<br>190:4,11,19<br>192:14,23<br>201:24 203:3<br>204:4 205:14,15<br>211:6 214:19<br>215:4 218:2<br>224:6 230:3<br>233:23 234:23<br>239:9 242:13<br>244:21 249:9<br>253:24 254:16<br>255:24 256:3<br><b>old</b> 70:13 71:10<br>107:12 151:20<br>156:13 166:21<br>217:3 223:9<br>240:6 248:2<br><b>older</b> 112:20<br>175:7<br><b>once</b> 13:24 30:10<br>44:16 74:11<br>76:11 136:22<br>140:5 159:21<br>213:6 241:7<br><b>ones</b> 68:1 141:1<br>146:9 178:15<br>212:6 225:24<br><b>one-time</b> 251:7 | <b>one-year</b> 18:15<br><b>ongoing</b> 48:9 49:6<br>49:7 51:8 52:10<br>63:10 64:19<br>82:10,13 148:2<br><b>online</b> 108:5<br>113:24<br><b>open</b> 16:3 26:18<br>95:23 131:12<br>201:20 213:18<br>213:18<br><b>opening</b> 41:19<br><b>opens</b> 156:7<br><b>operate</b> 4:17 6:23<br>8:7 10:19 26:17<br>45:23 56:7,18<br>60:6 72:24<br>78:15 112:19<br>114:7 124:1<br><b>operated</b> 62:12<br>68:5 191:17<br><b>operates</b> 4:7<br><b>operating</b> 2:15<br>4:1 10:14 11:9<br>12:3 26:7 66:8<br>74:12 76:5<br>111:16 113:6,7<br>113:10 185:6<br>250:10,19<br><b>operation</b> 13:17<br>39:14 58:7<br>112:2,3 134:14<br><b>operations</b> 4:14<br>7:1 10:23 68:5<br>98:13 111:18<br>113:23 116:19<br>133:2 135:9,12<br>139:9 142:2<br>149:9<br><b>operators</b> 109:23<br><b>opinion</b> 81:7,12<br>82:1,4 165:16<br><b>opportunities</b><br>8:16 9:22 19:13<br>26:23 27:20<br>28:16 33:20<br>35:6 43:5 44:5 | 49:10 62:9<br>65:18 127:12<br>129:10 143:10<br>180:9 181:1<br>196:10,24 197:4<br>231:21 251:20<br><b>opportunity</b> 8:10<br>11:8 28:8 37:9<br>38:1 40:21<br>43:13 44:1,3<br>46:2,4 47:19<br>53:18 54:11,21<br>61:20,21 62:5<br>63:2 72:1 74:16<br>78:6 89:10,22<br>108:8 114:17<br>115:21,24 121:9<br>125:1 142:18<br>250:9<br><b>opposed</b> 22:18<br>72:15 116:16<br>124:13 159:1<br><b>opt</b> 59:16<br><b>opted</b> 13:7<br><b>Optimum</b> 239:4<br><b>options</b> 180:23<br><b>order</b> 29:23 30:16<br>35:3 45:15<br>50:15 53:14<br>56:5 99:19<br>113:22 120:5,6<br>122:24 129:12<br>144:13 155:19<br>158:10 194:12<br>198:17 204:22<br>213:10 232:24<br><b>ordered</b> 254:10<br><b>ordinance</b> 2:9,12<br>2:14 3:1<br><b>ordinances</b> 41:4<br><b>organization</b><br>22:22 129:4<br><b>organizational</b><br>114:1 115:17<br><b>organizations</b><br>63:20 101:7<br>125:9 | <b>original</b> 10:16<br>73:13 82:11<br><b>Originally</b> 13:3<br><b>Orlando</b> 36:6,17<br><b>Oro</b> 216:1<br><b>outcomes</b> 52:24<br><b>outlining</b> 150:17<br><b>outreach</b> 61:23<br>62:13 63:10,12<br>245:19<br><b>outs</b> 16:9<br><b>outside</b> 116:23<br>213:5,23 226:22<br>227:7<br><b>OVA</b> 160:8<br><b>overage</b> 125:1<br>126:5<br><b>overall</b> 39:14<br>41:13 105:10<br>139:8 237:7<br><b>overflow</b> 122:4<br>123:1<br><b>overflowing</b><br>122:15<br><b>overflows</b> 122:1<br><b>overhead</b> 204:13<br><b>overloading</b><br>58:19<br><b>overnight</b> 70:5<br><b>oversees</b> 79:6<br><b>oversight</b> 114:18<br>115:3,7<br><b>overtime</b> 232:15<br><b>overturned</b> 72:19<br><b>overview</b> 41:13<br><b>overwhelming</b><br>29:3 64:7<br>210:17<br><b>owned</b> 10:2 62:12<br>140:7 251:11,18<br><b>owner</b> 181:21<br><b>owners</b> 193:24<br>194:2,17 200:13<br><b>owner-occupied</b><br>211:19 212:6<br><b>owns</b> 163:8,12<br>193:8,9 |
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|                                                                                                                                                                             |                                                                                                                                                                    |                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>O'Brien</b> 1:15<br>35:18,19 42:6                                                                                                                                        | 153:11 162:13<br>162:14 163:14<br>167:12,17,19<br>173:7 180:11<br>189:2 190:17<br>194:17 196:21<br>230:7 249:24                                                    | <b>partnership</b> 8:21<br>61:15 80:21,23<br>81:6,9 140:8<br>141:11,13<br>147:10 233:8<br>237:10                                                  | 78:19 106:18<br>129:2 162:11<br>165:8,9                                                                                                                                                                                                                                                                                                                                                            | 197:6,13,22<br>198:14 211:23<br>212:16 213:4,6<br>213:8,13,22<br>217:9,15,21<br>218:20 219:19<br>220:18 222:22<br>223:7 224:21,22<br>226:9 228:11<br>236:3 240:19<br>241:4 249:2<br>253:13                                                                                                                                                               |
| <b>P</b>                                                                                                                                                                    |                                                                                                                                                                    | <b>partnerships</b><br>141:8                                                                                                                      | <b>payment</b> 77:12<br>102:20 217:21                                                                                                                                                                                                                                                                                                                                                              | <b>people's</b> 126:3                                                                                                                                                                                                                                                                                                                                    |
| <b>page</b> 48:8 100:7<br>116:4 120:4<br>147:15 170:23<br>246:6                                                                                                             | <b>partial</b> 217:16,22                                                                                                                                           | <b>parts</b> 137:6<br>162:18 187:21<br>251:16                                                                                                     | <b>payments</b> 217:16<br>217:22                                                                                                                                                                                                                                                                                                                                                                   | <b>percent</b> 9:9,10,12<br>9:13,15 29:2<br>42:20,22,22,24<br>66:4,7,8,9,10,12<br>66:17,18 83:7,9<br>84:1 105:15,19<br>107:22 114:11<br>114:16,22,24<br>115:1,1,9,9,10<br>115:11,12,13<br>121:16 148:17<br>165:22 171:22<br>172:7 175:9<br>178:3 185:14<br>186:1 187:16,18<br>203:15,18 209:9<br>210:5 228:23<br>231:15,22,23<br>239:2,2 242:4<br>251:11 |
| <b>paid</b> 16:13 23:3<br>69:5 220:9                                                                                                                                        | <b>participants</b><br>189:6 196:7                                                                                                                                 | <b>party</b> 181:10,15                                                                                                                            | <b>pays</b> 93:20 240:23                                                                                                                                                                                                                                                                                                                                                                           | <b>percentage</b><br>134:13 208:16<br>209:8,15 239:1<br>242:9                                                                                                                                                                                                                                                                                            |
| <b>painstakingly</b><br>246:2,13                                                                                                                                            | <b>participate</b> 41:8<br>89:22 127:24<br>128:15                                                                                                                  | <b>pass</b> 158:11                                                                                                                                | <b>PA-1</b> 158:22                                                                                                                                                                                                                                                                                                                                                                                 | <b>percentages</b> 44:6                                                                                                                                                                                                                                                                                                                                  |
| <b>Palantino</b> 231:9<br>238:18                                                                                                                                            | <b>participated</b><br>63:17,18 193:4                                                                                                                              | <b>passenger</b> 59:1<br>60:16 69:24<br>96:12 99:17                                                                                               | <b>peace</b> 52:6                                                                                                                                                                                                                                                                                                                                                                                  | <b>perception</b><br>201:22                                                                                                                                                                                                                                                                                                                              |
| <b>panel</b> 47:10<br>183:23 229:22<br>249:18                                                                                                                               | <b>participating</b><br>41:11 237:4                                                                                                                                | <b>passengers</b> 4:11<br>4:12 18:21 28:7<br>57:19 70:4 95:4<br>97:2,5 99:10                                                                      | <b>PECO</b> 103:9<br>119:5 190:13,16<br>200:12                                                                                                                                                                                                                                                                                                                                                     | <b>perfect</b> 119:12,14                                                                                                                                                                                                                                                                                                                                 |
| <b>paper</b> 75:2,13,22<br>76:5,10,15 77:9<br>165:20                                                                                                                        | <b>participation</b><br>9:24 32:5 40:24<br>66:3,5 83:5,9<br>84:3 114:10,23<br>174:1 231:22<br>251:12                                                               | <b>Passyunk</b> 192:13<br>193:4                                                                                                                   | <b>Ped</b> 185:17                                                                                                                                                                                                                                                                                                                                                                                  | <b>performance</b><br>114:2,14                                                                                                                                                                                                                                                                                                                           |
| <b>papers</b> 228:5                                                                                                                                                         | <b>participatory</b><br>82:10                                                                                                                                      | <b>PATCO</b> 32:24<br>33:3,5                                                                                                                      | <b>pedestrian</b> 207:17<br>208:5,7 209:2<br>213:12 214:7,23                                                                                                                                                                                                                                                                                                                                       | <b>performed</b><br>186:13                                                                                                                                                                                                                                                                                                                               |
| <b>parcel</b> 12:24<br>51:21 156:19<br>157:1                                                                                                                                | <b>particular</b> 12:22<br>44:17 89:6 90:4<br>93:11 94:2<br>102:4,23 127:19<br>142:21 161:20<br>165:18 187:20                                                      | <b>path</b> 179:8                                                                                                                                 | <b>PennDOT</b> 210:1<br>210:4 211:2                                                                                                                                                                                                                                                                                                                                                                | <b>performing</b><br>109:20                                                                                                                                                                                                                                                                                                                              |
| <b>parcel-based</b><br>155:20                                                                                                                                               | <b>particularly</b> 6:23<br>16:5 59:15<br>99:14 104:21<br>120:17 130:22<br>147:16 151:7<br>153:22 167:15<br>168:23 199:13<br>200:9 204:9<br>211:20 212:7<br>251:14 | <b>pathways</b> 202:14                                                                                                                            | <b>pennies</b> 183:1                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                          |
| <b>Pardon</b> 230:12                                                                                                                                                        | <b>parties</b> 87:10<br>183:3                                                                                                                                      | <b>patience</b> 249:22                                                                                                                            | <b>Pennsylvania</b> 1:6<br>2:22 4:3 158:23                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                          |
| <b>parent</b> 82:24                                                                                                                                                         | <b>partner</b> 63:13<br>80:3,12 81:3,5<br>82:23 147:12<br>193:2                                                                                                    | <b>Paulo</b> 29:20                                                                                                                                | <b>people</b> 7:5 27:17<br>35:8,9 36:2,4,19<br>37:8 41:11<br>59:18 61:19<br>63:13 65:7<br>69:15 71:20<br>78:8 85:6 89:22<br>106:22 107:9<br>120:18,21<br>124:16,17 130:9<br>139:21 140:13<br>142:23 143:14<br>146:19 148:19<br>148:22 149:21<br>149:21,22<br>150:21 154:9<br>157:4,11 160:11<br>161:13,21 162:2<br>169:12,20,21<br>172:6 177:13<br>184:19 185:24<br>188:13 193:15<br>194:20 196:14 |                                                                                                                                                                                                                                                                                                                                                          |
| <b>park</b> 37:13<br>141:15 182:17                                                                                                                                          |                                                                                                                                                                    | <b>pave</b> 118:21                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                          |
| <b>Parker</b> 28:12                                                                                                                                                         |                                                                                                                                                                    | <b>pavement</b> 102:18                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                          |
| <b>parking</b> 10:24<br>67:18,19 68:2,5<br>68:12,12                                                                                                                         |                                                                                                                                                                    | <b>paver</b> 204:24                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                          |
| <b>parks</b> 128:12<br>143:17 180:15                                                                                                                                        |                                                                                                                                                                    | <b>pay</b> 14:18,20<br>57:18 75:23<br>77:9,15 78:15<br>106:21 124:18<br>124:19 129:17<br>130:10 157:7<br>163:2,4 170:17<br>217:13,23,24<br>218:20 |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                          |
| <b>Parkway</b> 233:2                                                                                                                                                        |                                                                                                                                                                    | <b>payer</b> 124:11,13<br>124:16 126:8<br>129:23                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                          |
| <b>part</b> 23:3 26:22<br>29:7 34:23<br>44:10 48:5 49:1<br>54:8 57:1 72:2<br>73:1,12 80:3<br>101:9 102:9,9<br>103:11 106:10<br>117:4 123:19<br>129:1 130:17<br>144:7 145:14 |                                                                                                                                                                    | <b>payers</b> 125:18<br>129:2 181:21                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                                                                             |                                                                                                                                                                    | <b>paying</b> 16:11<br>75:20 77:19                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                          |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>period</b> 7:7 41:6<br>108:23 140:23<br>221:7 232:4<br><b>permanent</b> 14:24<br>108:11 143:2<br>196:9 197:14<br><b>permanently</b> 22:5<br>107:20<br><b>permission</b> 76:13<br><b>permutations</b><br>166:24<br><b>perry</b> 185:4 192:9<br>192:10 195:12<br>199:9 202:24<br>203:1 205:22,23<br>207:19 208:1,2<br>209:22 210:3<br>211:3<br><b>person</b> 20:19,20<br>57:3,6 88:18<br>90:21 93:16<br>142:4 191:21<br>197:11 199:1<br><b>personal</b> 33:5<br>65:5<br><b>personally</b> 61:7<br><b>personnel</b> 37:19<br>198:11<br><b>persons</b> 115:2<br><b>person's</b> 80:9<br><b>perspective</b> 12:13<br>40:16 45:20,22<br>45:24 46:5<br>120:18 202:4<br><b>pervious</b> 102:17<br>102:17,19,22,22<br>193:5<br><b>PGW</b> 118:21<br>119:10<br><b>PHA</b> 31:14<br><b>phase</b> 128:1<br>144:23 156:1,2<br>156:13 171:24<br>202:22<br><b>phases</b> 6:17<br><b>phase-in</b> 156:24<br><b>phenomenal</b> | 107:15<br><b>Philadelphia</b> 1:2<br>1:6 2:18,19 3:22<br>4:9 5:3 8:11<br>10:21 11:3<br>14:18,19,20<br>15:3,6,22 23:10<br>25:2,21 26:7,12<br>27:9,14,22 28:6<br>28:14,18,21<br>29:13,20,22<br>30:7 31:15 32:6<br>32:24 35:7<br>36:17,19,20<br>37:8,14,16 38:6<br>38:21 39:8<br>46:14 50:5,18<br>53:2,17 54:8<br>57:4,13 58:9<br>60:12 67:20<br>68:2,21 69:19<br>74:7,16 77:7<br>93:4 107:16<br>108:7 112:8,12<br>112:16 116:24<br>119:2 120:8,20<br>121:12 122:3,5<br>122:8,20 123:21<br>124:8 126:23<br>127:1,16 129:4<br>129:24 130:8<br>138:17 139:4,6<br>141:2 145:14<br>151:14 179:21<br>181:20 182:22<br>186:16 196:20<br>206:11 250:7<br>252:19<br><b>Philly</b> 21:15 24:18<br>53:18 146:24<br>185:21 192:11<br><b>PHL</b> 4:8,10,12,17<br>4:21 5:16 7:17<br>9:1,5 10:10,20<br><b>PHL's</b> 6:11<br><b>phone</b> 80:17<br>102:6,8,9 103:6 | 103:12 159:9<br>227:18 229:1<br><b>phones</b> 225:16<br>227:21<br><b>phonetic</b> ]Park<br>147:18<br><b>physically</b> 209:1<br><b>picked</b> 191:21<br><b>picks</b> 136:18<br><b>picture</b> 226:4<br><b>pictures</b> 243:21<br><b>PIDC</b> 152:23<br>154:3<br><b>pie</b> 247:7<br><b>piece</b> 41:16 56:1<br>78:10 79:2<br>107:22 108:9,11<br>131:5 165:20<br><b>pieces</b> 62:17<br>78:17 80:6<br><b>pilot</b> 185:15<br>219:13 222:21<br>224:11 225:1<br>227:15<br><b>pipe</b> 117:7,23,23<br>117:23 123:20<br>136:7 143:24<br>144:4,11 146:11<br>146:12 159:13<br>159:15 163:8<br>176:11<br><b>pipeline</b> 44:21<br>45:16 48:15<br>49:2 72:14<br>106:1<br><b>pipes</b> 112:17<br>117:21 118:2,4<br>118:7,9,18<br>119:2 128:10<br>136:13 141:5<br>144:3 146:2,6,9<br>146:11,17<br>168:10,10<br><b>pippins</b> 204:15<br><b>PLA</b> 179:15,24<br>180:5<br><b>place</b> 17:3 23:18 | 31:20 53:18<br>54:17 56:8 73:9<br>75:12 76:4<br>79:16 100:20<br>114:17 123:19<br>127:2 139:22<br>144:18 150:3<br>171:3,15 172:2<br>177:12 215:2<br>222:3 233:14<br>234:12 255:4<br><b>placement</b> 96:4<br><b>placements</b> 215:3<br><b>places</b> 26:18<br>29:16 35:11<br>53:6,16 59:19<br>168:23 169:19<br>194:6,6,7 197:9<br>214:6,12<br><b>plagued</b> 6:19<br><b>plan</b> 2:18 13:22<br>13:24 14:2<br>24:20 33:15<br>112:3,21 115:15<br>119:10 136:8<br>147:24 148:7<br>175:12 217:21<br>234:12,15 241:6<br>241:7<br><b>plane</b> 36:8,13<br>37:5 70:4 73:9<br>99:21<br><b>planet</b> 37:17<br><b>planned</b> 68:14<br><b>planning</b> 34:9<br>100:23 101:14<br>105:5 113:23<br>114:1 115:17<br>118:8 131:17<br>144:22 232:17<br>232:21 239:14<br><b>plans</b> 5:11 14:7<br>14:10 33:17<br>44:3 47:12 73:1<br>100:19 104:18<br>104:23 112:23<br>114:17 120:12 | 131:11 234:9<br>247:22<br><b>Planting</b> 38:19<br><b>plants</b> 121:15<br><b>PLAs</b> 115:7<br><b>play</b> 28:14 49:21<br>131:2<br><b>playground</b><br>172:14<br><b>playgrounds</b><br>141:10<br><b>plays</b> 9:23 34:7<br>51:20,22<br><b>please</b> 2:7 38:15<br>65:15 73:23<br>80:17 83:19<br>84:19 97:6<br>100:12 110:23<br>115:14 183:21<br>185:9 222:13<br>230:14,23<br><b>pleased</b> 75:12<br><b>pleasure</b> 55:8<br>231:10<br><b>pledging</b> 78:19<br><b>plug</b> 150:21<br><b>plumber</b> 162:9<br><b>plumbing</b> 169:6<br>232:8<br><b>plus</b> 18:10 19:10<br>76:7<br><b>pockets</b> 126:1<br><b>poignant</b> 243:14<br><b>point</b> 22:12 27:1<br>28:9 29:22<br>32:13 34:24<br>35:20 36:18<br>44:8 66:14 74:6<br>74:12 79:18,23<br>80:1 84:8,10,22<br>84:24 125:13<br>146:2 177:21<br>194:1 198:18<br>203:17 216:18<br>219:24 227:15<br>227:18<br><b>points</b> 17:1 28:10 |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 61:14 122:5<br>146:3,3,6 175:4<br><b>poking</b> 96:3<br><b>pole</b> 190:17<br><b>poles</b> 225:24<br><b>police</b> 199:16<br>201:6 202:11<br>247:19 255:6,7<br>255:10,22<br><b>pollutants</b> 120:9<br><b>pollution</b> 121:22<br><b>pools</b> 168:13<br><b>poor</b> 6:24<br><b>popular</b> 5:14<br><b>population</b> 59:11<br><b>portion</b> 82:12<br>85:5,6 134:16<br><b>portions</b> 98:15<br><b>position</b> 11:3<br>81:10 106:1,5<br>191:19 192:1<br>252:22<br><b>positioned</b> 6:6<br><b>positions</b> 9:15<br>47:21 106:23<br>113:18 178:24<br>198:6 232:3,5<br>233:10<br><b>positive</b> 27:11<br>112:15 131:8<br>137:23<br><b>positives</b> 52:18<br><b>positive/negative</b><br>27:7<br><b>possess</b> 9:21<br><b>possibility</b> 58:23<br>59:23 199:18<br>234:4<br><b>possible</b> 46:21<br>124:2 128:21<br>142:12,14<br>143:10,13<br>164:22 172:16<br>175:19 217:19<br><b>possibly</b> 21:12<br>33:12,17 67:9<br><b>posted</b> 225:12 | 227:12<br><b>posts</b> 94:17<br><b>potential</b> 8:9<br>14:13 68:11<br>74:6 138:15<br>152:14<br><b>potentially</b> 54:17<br>78:19 169:5<br><b>potholes</b> 119:3<br><b>pounds</b> 186:5<br>189:7<br><b>Power</b> 21:15,19<br>24:18 40:12<br><b>practice</b> 145:9,12<br>147:1<br><b>practices</b> 40:18<br>69:13 100:20<br>144:16 195:22<br><b>precious</b> 224:22<br><b>predates</b> 92:19<br><b>predecessor</b><br>100:15<br><b>predict</b> 117:16<br>144:8,9 145:16<br><b>predicting</b> 144:17<br><b>prediction</b> 117:19<br><b>prefer</b> 3:11<br><b>preliminary</b><br>140:10 233:13<br><b>prematurely</b><br>250:16<br><b>premier</b> 11:4<br><b>premium</b> 244:14<br><b>prepare</b> 175:1<br><b>prepared</b> 100:7<br>170:23<br><b>preparing</b> 176:2<br><b>presence</b> 11:19<br><b>present</b> 1:9 3:23<br>14:2 92:4,16<br>250:9<br><b>presented</b> 20:9<br><b>President</b> 1:10<br>2:2 3:5,12,15,18<br>3:20 11:12,18<br>12:12,15 14:4<br>14:16,22 15:8 | 15:10 16:2,20<br>17:19 18:2,8,13<br>19:2,5,17,21<br>25:14,15,19<br>31:2,3,6 35:16<br>35:20 38:9,13<br>46:23 47:3,6,7<br>47:17 55:1,5<br>60:24 61:3<br>67:16,22 68:3,7<br>68:17,23 69:4<br>73:21 100:4<br>108:21,24 109:4<br>110:14,15,19,20<br>111:4,10,13,21<br>116:2,14 117:8<br>118:10 119:21<br>120:4 121:7,20<br>123:22 124:9<br>125:12,17<br>126:17,24 127:8<br>128:22 130:4,12<br>130:16 131:1,20<br>132:7,11,14<br>134:23 138:3,18<br>138:21 139:2<br>147:4 152:20<br>154:19,20,24<br>160:18,22 168:9<br>168:18 169:23<br>170:4 176:14,15<br>183:9 199:11<br>218:23 230:17<br>246:18 250:4<br><b>press</b> 96:23<br>116:11 228:4<br><b>pressed</b> 26:5<br><b>pressing</b> 221:20<br><b>pressure</b> 128:20<br><b>presume</b> 174:5<br><b>pretty</b> 3:8 12:12<br>28:1 77:2 90:7<br>123:4 146:3,24<br>165:8 182:2<br>189:18 191:20<br>193:2 205:10,15<br>207:5 254:16 | 255:22<br><b>prevent</b> 122:24<br>137:10<br><b>preventing</b><br>117:13<br><b>prevention</b><br>180:14<br><b>preventive</b> 231:18<br>232:1,7 238:19<br>239:2,8<br><b>preventively</b><br>238:6<br><b>previous</b> 6:14<br>7:18 63:3 95:16<br>238:3<br><b>previously</b> 76:8<br><b>prices</b> 26:9<br><b>pride</b> 98:19 151:6<br><b>primarily</b> 23:17<br>40:2 74:4<br>113:16,21 114:5<br><b>primary</b> 50:1<br>119:8<br><b>primitive</b> 174:10<br><b>prior</b> 41:16 83:9<br>130:5 134:6<br>144:11 145:1<br>220:2<br><b>priorities</b> 119:15<br>124:24 146:20<br>238:8<br><b>prioritize</b> 179:2,5<br><b>prioritizing</b><br>240:24<br><b>priority</b> 118:20<br>124:24 238:1<br>240:22 255:4<br><b>private</b> 55:20<br>129:12 161:1,2<br>161:11,14,16,21<br>161:24 162:2,15<br>162:21,21<br>163:12,15,19<br>164:8 165:6<br>166:6,6,9 167:6<br>167:18 168:11<br>168:17,24 | 169:20 180:9<br>193:14,23 197:2<br>245:19<br><b>privately</b> 68:4<br><b>privy</b> 58:7<br><b>proactive</b> 56:10<br>118:17 147:11<br><b>proactively</b> 113:1<br>116:16 120:21<br><b>probably</b> 31:22<br>42:11 45:5<br>57:23 69:7<br>107:12 134:10<br>150:11 155:17<br>213:20 247:6<br><b>problem</b> 72:10<br>91:1 117:4<br>126:7,11 136:24<br>146:1 155:19<br>158:4 161:14<br>162:4,4 181:18<br>189:8 190:15<br>201:16,21,21<br>213:13 218:20<br><b>problematic</b><br>93:11<br><b>problems</b> 6:19<br>149:24 158:3,7<br>178:16,16 188:2<br>190:12 229:4<br><b>proceed</b> 18:12<br>51:16,23<br><b>proceedings</b><br>257:5<br><b>process</b> 17:16,23<br>18:4 39:23<br>56:22 64:2,3,3<br>64:11 65:1,8<br>77:10 96:12,14<br>97:2 102:16<br>106:8 139:18<br>142:11 150:5,8<br>152:4 155:10<br>156:18,24<br>158:10 160:7<br>179:3 189:23<br>193:17 197:17 |
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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 207:12 210:13<br>210:24 233:4<br>246:2,8 247:2<br>247:11,16,16<br>254:8<br><b>processed</b> 145:8<br><b>processes</b> 77:5<br>195:19 196:16<br>246:11,23<br><b>processing</b> 95:4<br><b>procurement</b><br>77:5,10 246:14<br><b>produce</b> 8:9 74:3<br><b>produced</b> 208:17<br><b>produces</b> 13:17<br>108:4<br><b>producing</b> 74:12<br><b>product</b> 12:10<br>39:23 52:20<br>189:14 226:10<br><b>productive</b><br>196:20<br><b>products</b> 180:4<br><b>professional</b> 41:1<br>41:11 43:7<br>61:10<br><b>professionalism</b><br>242:23<br><b>professionals</b><br>65:21 107:1<br>112:1,14<br><b>profit</b> 59:8<br><b>profits</b> 98:6<br><b>program</b> 2:10<br>6:12,15,16 10:1<br>10:4,6 14:22<br>17:13 18:19<br>24:10,11 42:8<br>42:15,17 43:1<br>44:10 51:23<br>62:10,10,17<br>71:5,18 73:2<br>75:2,13 76:4,12<br>76:16 79:2,7<br>83:15 96:7<br>98:16,18 99:15<br>103:1,5,9,10 | 104:22 105:17<br>107:11,17 113:1<br>117:15 121:17<br>123:9,13 127:4<br>139:8 149:21<br>150:13,23 151:1<br>151:2 152:22<br>153:11,16,18,18<br>154:3 155:15,17<br>155:18,24<br>164:21 171:4,9<br>171:24 174:2<br>175:10 177:10<br>180:17 185:21<br>188:11 189:2<br>190:6 193:1,2,5<br>194:10,11,17<br>196:4,12,21<br>198:12,13<br>199:24 200:12<br>207:21 213:3,4<br>219:13,16<br>220:14 222:21<br>225:1 232:1,2,6<br>232:10 233:7,8<br>233:11 238:11<br>238:20 241:23<br>242:4,5 251:3<br>252:7,12,20,22<br>254:2,2,6<br><b>programs</b> 10:3,9<br>10:11 15:1<br>58:15 103:3<br>113:24 129:17<br>150:18 152:15<br>165:1,2 171:15<br>172:9 173:11<br>175:16 188:11<br>197:5 198:8<br><b>progress</b> 245:12<br><b>project</b> 7:2,10,20<br>7:22 21:3 32:4<br>34:23 43:22<br>48:23 64:14<br>75:1 76:23,24<br>90:5 95:10<br>96:10,19 114:18 | 114:19,20<br>128:24 129:7<br>131:18 145:2<br>179:17 182:6,12<br>182:12,17 183:2<br>202:19 236:20<br><b>projecting</b> 44:17<br>134:7<br><b>projection</b> 241:18<br>251:2<br><b>projects</b> 8:2 9:3<br>44:12 45:10,11<br>48:16,17 49:3<br>52:5 62:16<br>75:14,15,18<br>76:2,6,7 78:21<br>107:21 108:10<br>113:2 128:16<br>129:13,14<br>131:14,14 132:3<br>179:22,24 183:6<br>232:18 238:3<br>245:15 247:15<br><b>project's</b> 245:13<br><b>prominent</b> 6:9<br><b>promise</b> 110:9<br><b>promote</b> 115:21<br>152:1 175:18<br><b>prompt</b> 77:12<br><b>promptly</b> 77:20<br><b>proper</b> 31:20<br>194:15 204:23<br><b>properly</b> 204:6,7<br><b>properties</b> 13:4<br>153:14 157:5<br>164:13 168:14<br>169:1 172:6<br>194:20 195:1<br>213:16 231:13<br><b>property</b> 79:5<br>80:19 140:7<br>152:12 154:2<br>159:19 161:17<br>166:8 167:5,7<br>167:11 169:6<br>172:12 181:6,8<br>182:12,16 | 193:13,23,23<br>194:2,17 200:13<br>229:21,22 231:8<br>233:19 235:11<br>236:4 246:15<br><b>Property's</b> 231:11<br><b>proportion</b><br>156:15<br><b>proposals</b> 17:6,22<br><b>propose</b> 17:12<br><b>proposed</b> 2:20<br>6:12 8:3 13:1<br>111:16 113:6<br>185:6 231:13<br><b>prostitution</b><br>201:10<br><b>protect</b> 110:4,5<br>123:18 140:13<br>232:12<br><b>protection</b> 109:13<br><b>proud</b> 32:20<br>39:21 40:1<br>101:8 148:14<br><b>provide</b> 7:8 10:18<br>12:10 13:13<br>14:23 15:24<br>18:20 26:2,8,23<br>29:14 34:24<br>45:15 71:12<br>74:7 98:20<br>111:20 119:9<br>134:17 150:6<br>171:10 172:19<br>187:8 196:1,13<br>197:18 208:10<br>220:22 232:16<br><b>providers</b> 17:9<br><b>provides</b> 7:15<br>8:10 29:3<br><b>providing</b> 2:16<br>5:13 8:12 11:4<br>30:11,12 46:1<br>187:6 189:3,14<br><b>proving</b> 187:5<br><b>Provision</b> 103:11<br><b>provisions</b> 21:16<br>21:22,24 25:6 | <b>proximity</b> 74:5<br><b>PRPA</b> 34:9<br><b>public</b> 2:4 39:4<br>43:7 111:24<br>114:23 119:16<br>129:12 133:8,9<br>152:12 154:1<br>156:6 159:18<br>162:20 163:5,5<br>163:17 165:11<br>165:12 168:24<br>169:3,4,7,18,21<br>179:21,22,22<br>180:15 199:3<br>200:8 204:20<br>211:11 212:18<br>212:23 213:2<br>229:20,22 231:7<br>231:11,12<br>233:18 234:5<br>235:11 236:4<br>246:15 257:12<br><b>publicly</b> 41:18<br><b>pull</b> 93:16 117:23<br><b>pulling</b> 61:15<br>180:12 182:7<br><b>pulls</b> 73:9<br><b>pump</b> 112:2<br><b>pumpers</b> 254:14<br><b>pumps</b> 174:15<br><b>purchase</b> 84:8<br>140:3 166:8<br>250:14 251:8,15<br>254:1,3<br><b>purchases</b> 251:6<br><b>purchasing</b> 167:5<br>167:10 204:3<br><b>purpose</b> 231:19<br><b>purposely</b> 197:19<br><b>purposes</b> 133:20<br>138:9 200:14<br><b>pursuant</b> 2:24<br><b>pursue</b> 26:24<br><b>pursuing</b> 197:20<br><b>put</b> 18:24 31:20<br>53:16 62:16<br>71:23 72:15 |
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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 73:6 75:15,17<br>76:4 87:4 89:7<br>95:21 96:1<br>99:24 102:10,12<br>103:12 117:15<br>127:21 137:8<br>138:8 140:4<br>171:3 202:20<br>212:20 213:5<br>227:14 228:16<br>234:12 238:7<br>240:6,9,16<br>242:1 246:4<br>247:5<br><b>putting</b> 19:7<br>43:17 103:15<br>214:21 219:20<br><b>PWD</b> 111:23<br>114:15<br><b>p.m</b> 183:13,16<br>223:24 224:1<br>256:13 | 170:5 176:1<br>181:18 189:15<br>192:24 193:7<br>203:20 217:7<br>219:9 230:9<br>234:1 235:11<br>241:10,12<br>243:14 252:3,10<br>253:1 255:3,12<br><b>questions</b> 11:11<br>11:13 16:3<br>32:16 40:19<br>47:11,14 52:12<br>55:9,10 79:8<br>89:20 116:1,3<br>155:3 161:1,7<br>183:8 184:6<br>187:9 190:22<br>205:16 206:5<br>217:1 219:10<br>225:6 229:15<br>235:10 236:1<br>249:8,10 250:1<br>251:24<br><b>quick</b> 11:13 67:18<br>97:13 159:1<br>177:20 187:2,14<br>219:9 230:5<br>234:1 241:10<br>245:12<br><b>quickly</b> 142:12,13<br>143:10 189:18<br>189:20,22,24<br>190:10 241:11<br><b>quiet</b> 230:23<br><b>Quinones</b> 180:10<br>182:5<br><b>Quinones-Sanc...</b><br>1:16 147:6<br>149:3,12 150:15<br>152:8,19 153:7<br>154:4,7,12,15<br>170:15 195:8<br>197:24 198:4,22<br>200:17,22<br>201:24 202:7<br>203:3 211:9 | 212:4 214:1,19<br>215:4,16,24<br>216:6,14 225:9<br>225:23 226:21<br>227:20 228:17<br>228:22 229:10<br>229:13 242:17<br>244:9,21 254:21<br>255:16,24<br><b>quite</b> 26:2 28:23<br>29:4 71:9 95:13<br>151:17 152:23<br>188:7,20 197:21<br>198:7 247:9<br><b>quote</b> 170:23<br><b>quoted</b> 174:23 | 212:17 213:17<br>221:22 228:18<br>228:24 240:23<br><b>rates</b> 113:17<br>128:21 134:11<br>156:4 165:1<br>171:2,8 186:1<br><b>reach</b> 52:3 217:17<br><b>reached</b> 20:7<br><b>reaching</b> 50:20<br><b>reactive</b> 155:3<br>239:8<br><b>read</b> 2:7 3:11<br>156:8 166:17,19<br><b>reader</b> 245:10<br><b>readiness</b> 185:21<br>185:23 188:11<br><b>reading</b> 235:12<br><b>ready</b> 16:7 18:1<br>230:11,13<br><b>real</b> 32:20 45:4<br>54:21 67:18<br>74:8 156:9<br>177:20 212:24<br>234:6 237:3<br>245:24<br><b>realignment</b><br>115:18<br><b>realistic</b> 67:12<br><b>reality</b> 175:2,2,5<br><b>realize</b> 161:13<br>162:3 244:19<br><b>realized</b> 11:19<br>186:7 244:15<br><b>realizing</b> 12:1<br><b>really</b> 26:24 50:20<br>54:14,23 57:8<br>69:11 70:14<br>71:11 94:21<br>97:4 112:4<br>117:20 121:13<br>121:18 122:11<br>123:24 124:4<br>136:4,7 140:22<br>142:2 149:17<br>165:15 167:7,13<br>172:1 174:11 | 178:19 182:18<br>184:19 199:2,4<br>199:22 201:15<br>218:23,23 219:1<br>220:10 226:24<br>226:24,24 228:1<br>229:4 230:5<br>231:6 239:14<br>242:18 243:3<br>247:16 255:13<br>255:14,16,17<br><b>rearrange</b> 241:4<br><b>reason</b> 34:18<br>110:5 112:5<br>209:17<br><b>reasonable</b><br>132:24<br><b>reasoning</b> 57:2<br><b>reasons</b> 184:17<br>210:20 221:10<br>221:10<br><b>rebate</b> 103:13<br><b>rebuild</b> 71:8<br><b>rebuilding</b> 71:19<br>121:14 182:16<br><b>Rec</b> 147:15<br><b>recall</b> 220:2<br><b>receive</b> 214:18<br>223:11<br><b>received</b> 13:22<br>70:2 209:20<br>254:10<br><b>receives</b> 119:22<br><b>receiving</b> 139:6<br><b>recess</b> 256:10<br><b>recognition</b> 42:4<br><b>recognize</b> 36:1<br>38:20 149:20<br>168:21 169:11<br>178:14 216:17<br>252:4<br><b>recognizes</b> 19:19<br>25:17 31:4<br>35:18 38:11<br>47:4 55:3 61:1<br>69:2 100:5<br>132:13 138:24 |
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| 147:5 154:22<br>160:20 170:1<br>176:17<br><b>recollection</b> 161:8<br><b>recommend</b><br>152:15 244:7<br><b>recommendation</b><br>237:22 247:8<br><b>recommendatio...</b><br>202:2 214:10<br>237:7 247:4,6<br><b>recommended</b><br>239:23 240:1<br>251:4<br><b>reconfiguration</b><br>30:18 68:12<br><b>reconvene</b> 111:5<br>183:19<br><b>record</b> 41:14,18<br>61:6 81:18<br>82:14 111:20<br>147:23 170:5<br>176:23 186:2<br>193:9 230:7<br>249:24 252:12<br>255:1<br><b>records</b> 168:7<br><b>recreation</b> 96:11<br>114:21 141:9<br><b>recreational</b><br>141:14<br><b>recruit</b> 106:6<br>233:9,12<br><b>recruiting</b> 175:17<br><b>recruitment</b><br>115:18<br><b>recycle</b> 76:15<br>173:2,5<br><b>recycling</b> 100:17<br>101:2 186:1<br>199:6 221:21,22<br>221:23 223:10<br><b>redevelop</b> 73:5<br><b>Redevelopment</b><br>15:23<br><b>reduce</b> 76:19<br>122:18 123:16 | 130:13 149:1<br>156:20<br><b>reduced</b> 12:2<br>150:5<br><b>reduces</b> 76:1<br><b>reducing</b> 6:24<br>120:9<br><b>reduction</b> 103:14<br>116:5<br><b>reductions</b> 116:16<br><b>Redwood</b> 80:22<br>80:24<br><b>refer</b> 50:5 57:7<br>79:3<br><b>reference</b> 56:2<br><b>referenced</b> 28:12<br>46:9 58:2<br><b>referencing</b><br>109:24 138:10<br><b>referring</b> 23:5<br>136:10<br><b>refined</b> 146:8<br><b>refinery</b> 73:24<br>74:11<br><b>refines</b> 117:19<br><b>refrigerator</b><br>223:9<br><b>refund</b> 76:14<br><b>Refuse</b> 254:13<br><b>regard</b> 190:18<br>197:19 206:6<br>208:20 218:4<br>220:18<br><b>regarding</b> 2:5<br>20:24 21:16<br>25:12 40:9,13<br>40:19 41:15,23<br>79:23 89:21<br>139:21,24 140:1<br>140:15,18 145:3<br>206:6 247:23<br><b>regardless</b> 50:13<br><b>regards</b> 92:14<br>100:16 144:20<br>175:2<br><b>region</b> 4:9 6:11<br>8:19 9:5 15:6,8 | 15:11 27:12<br>49:9 52:19,23<br>53:5,21 54:19<br><b>regional</b> 4:4 34:8<br>48:5 54:4<br><b>region's</b> 8:24<br><b>register</b> 133:23<br>212:14<br><b>registering</b><br>212:16<br><b>regular</b> 62:18<br>63:5 71:24 72:3<br>189:16 238:11<br><b>regularly</b> 194:20<br>208:19 232:6<br><b>regulations</b> 85:22<br>85:24 180:24<br><b>regulators</b> 137:21<br><b>rehabilitation</b> 9:3<br><b>reiterate</b> 47:15<br>55:7<br><b>related</b> 14:10<br>88:23 109:6<br>128:10,17<br>251:16<br><b>relates</b> 18:3 39:13<br>40:17 42:14<br>55:20 89:6<br>109:11 121:3<br>124:23 127:11<br>132:2 134:13<br>140:16 145:8<br><b>relating</b> 14:13<br><b>relation</b> 91:15<br><b>relationship</b> 8:20<br>55:23 77:22,23<br>77:24 78:11,13<br>78:23 82:10,23<br>85:7,20 91:16<br>109:19,22 110:2<br>110:11 149:16<br>178:19<br><b>relative</b> 33:6<br>212:8<br><b>relaunch</b> 5:23<br><b>released</b> 43:19<br><b>reliant</b> 204:21 | <b>relief</b> 113:22<br>181:14<br><b>relocate</b> 13:8<br>34:22<br><b>relocated</b> 159:13<br><b>relocating</b> 13:14<br><b>relocation</b> 12:23<br>13:3,13 14:7,15<br>51:21 232:22<br>233:1<br><b>relocations</b> 14:14<br>68:11,11<br><b>relooked</b> 157:5<br><b>remaining</b> 121:22<br>121:22 146:9<br><b>remains</b> 9:5<br><b>remarkable</b> 36:22<br>151:17<br><b>remarks</b> 111:20<br><b>remember</b> 79:10<br>127:13 153:5<br>220:7<br><b>remiss</b> 42:5 61:12<br><b>Remote</b> 68:7<br><b>removal</b> 194:4<br><b>remove</b> 182:15<br>194:23 215:10<br>223:8<br><b>removed</b> 109:21<br>136:20 189:6<br>193:16 216:3<br>247:13<br><b>removing</b> 189:13<br><b>render</b> 229:2<br><b>renewable</b> 48:2<br><b>renewal</b> 16:24<br>118:7<br><b>renewals</b> 18:15<br>19:10<br><b>renewed</b> 149:16<br>199:5<br><b>renovations</b><br>232:21<br><b>rent</b> 78:17<br><b>rental</b> 155:11<br><b>rentals</b> 10:24<br><b>reorganization</b> | 232:23 247:17<br><b>repair</b> 100:9<br>112:1 149:9<br>162:20 253:22<br><b>repaired</b> 158:5<br><b>repairs</b> 151:9<br>162:24 194:13<br>204:13 232:15<br>251:16 255:21<br><b>replace</b> 15:20<br>72:20 117:16,17<br>117:20,22<br>144:11<br><b>replaced</b> 118:9<br>119:4,5 205:4<br><b>replacement</b><br>118:7,19 119:10<br><b>replacements</b><br>112:19 134:16<br><b>replacing</b> 118:3<br>118:18 146:2<br>182:22<br><b>report</b> 87:13<br>104:8,8 197:10<br>236:22,23 244:5<br>251:5<br><b>reported</b> 6:14<br><b>reporter</b> 257:12<br>257:19<br><b>reporting</b> 116:8<br><b>reports</b> 9:14<br>109:10 182:14<br><b>repost</b> 227:23<br><b>represent</b> 148:10<br>149:4,5<br><b>representatives</b><br>21:18 22:22<br>97:8<br><b>represented</b><br>38:23<br><b>representing</b><br>170:12<br><b>reprioritize</b> 146:7<br><b>reproduction</b><br>257:17<br><b>Republican</b> 32:22<br><b>reputation</b> 107:16 |
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|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>request</b> 10:14<br>17:6,21 76:13<br>113:14,19 114:3<br>208:22 210:11<br>211:10,17<br>220:21 231:11<br>231:13 238:21<br>240:10,11<br>250:10,13,19,22 | 226:3,24<br><b>resides</b> 40:3<br><b>resolution</b> 2:16<br>140:18<br><b>Resolutions</b> 1:20<br>2:6,8<br><b>resolve</b> 216:11<br><b>resource</b> 48:24<br>85:16 102:2,11<br><b>resources</b> 10:12<br>10:18 105:20<br>179:5 190:7<br>207:23 233:6<br><b>respect</b> 2:21 9:13<br>10:12 24:2<br>42:10 44:2 72:4<br>93:5 105:10<br>109:10 118:11<br><b>respected</b> 191:11<br><b>respects</b> 6:10 34:5<br>71:10 78:24<br>105:3<br><b>respond</b> 145:6<br>220:19 222:5<br><b>responding</b><br>116:17<br><b>response</b> 187:2<br>190:3<br><b>responses</b> 89:14<br>91:4<br><b>responsibility</b><br>83:23 95:5<br>106:23 129:23<br>130:21 194:16<br><b>responsible</b> 10:2<br>20:19 83:15<br>85:18 87:2 88:9<br>88:16 145:4<br>194:3 227:2<br>253:16<br><b>rest</b> 149:22<br><b>restaurant</b> 56:19<br>98:23 99:16<br><b>restaurants</b> 60:10<br><b>restoration</b><br>185:12<br><b>restore</b> 159:23 | 160:4<br><b>restores</b> 160:3<br><b>restriction</b> 28:3<br><b>restrooms</b> 237:18<br><b>result</b> 14:9 28:18<br>47:23 104:7<br>197:9 209:4<br>210:5 251:6<br><b>resulted</b> 210:12<br><b>resulting</b> 58:19<br>165:21<br><b>results</b> 71:1<br>164:24 219:15<br>224:24<br><b>resumed</b> 183:15<br><b>retail</b> 98:14 99:4<br><b>retain</b> 78:4<br>233:13<br><b>retaining</b> 85:19<br>218:6,12 219:2<br>219:2<br><b>retirement</b><br>105:12,16<br><b>return</b> 19:14<br>240:23<br><b>reusing</b> 206:15<br><b>revenue</b> 10:22<br>11:16,17,19<br>12:13 68:24,24<br>79:1,3,4 113:11<br>195:10,21,23<br>220:23 222:13<br>232:23,24<br>241:24<br><b>revenues</b> 4:9<br>10:24 18:20<br>70:2,3 98:12<br><b>reversing</b> 169:5<br><b>review</b> 251:19<br><b>Revised</b> 2:18<br><b>revisit</b> 32:16<br>89:10 214:2,6<br><b>revived</b> 149:16<br><b>revolved</b> 47:11<br><b>Reynolds</b> 1:11<br>61:2,5 62:21<br>63:15 64:8,16 | 64:24 65:14,20<br>66:15,20 67:13<br>73:20,23 74:19<br>79:14,19 80:16<br>81:11,19 82:17<br>83:11,19 84:19<br>84:23 86:17,23<br>87:15 89:4,16<br>91:2,8,12,22<br>92:2,13,20 93:1<br>93:6 97:10,14<br>100:6 101:16<br>102:7 104:1,4<br>104:13 105:13<br>105:18 106:2,9<br>106:11,16 107:4<br>108:14,17 170:2<br>170:7,19,22<br>172:4,17,23<br>173:3,8,15,19<br>173:21,24 174:4<br>174:15,18,21<br>175:23 176:5,8<br>176:13<br><b>Reynolds-Brown</b><br>40:9 43:14<br><b>re-accommodate</b><br>15:4<br><b>re-lamp</b> 189:9<br><b>re-lamped</b> 187:16<br><b>re-lamping</b> 188:5<br><b>re-purposing</b><br>207:10<br><b>RFP</b> 18:24 19:8<br>236:24<br><b>RFPs</b> 62:16<br><b>Rich</b> 203:1<br><b>Rick</b> 248:15,23<br>249:3<br><b>ride</b> 227:8<br><b>ridership</b> 35:6<br><b>Ridge</b> 139:8<br><b>riding</b> 228:12<br><b>right</b> 9:17 12:14<br>16:20 17:17<br>19:18 31:1 36:2<br>36:3 37:22 | 47:18 54:18<br>58:5 68:3,8,14<br>68:17 69:1,22<br>73:10 83:21<br>90:1 91:3 96:19<br>99:23 100:2<br>105:14 111:18<br>118:9,10,24<br>121:20 123:22<br>125:16 127:9<br>130:4,24 133:9<br>154:16 164:4<br>167:20 168:12<br>168:18 174:9<br>175:8 177:21<br>188:21 189:1,16<br>191:21,22 192:8<br>192:9,12,15,21<br>192:23 194:9,18<br>200:12 208:12<br>209:23 210:14<br>216:5 220:20<br>221:16 222:7<br>224:15 227:8,10<br>229:11 231:3<br>237:16 239:14<br>244:8 247:18<br>248:16 249:7<br>250:7 253:15<br>256:1<br><b>rightfully</b> 165:10<br><b>rights</b> 37:21<br><b>rightsizing</b> 12:5<br><b>rigorous</b> 37:3<br><b>Rina</b> 65:22<br>148:24<br><b>rings</b> 250:16<br><b>ripping</b> 229:8<br><b>rise</b> 32:12,12<br>40:21 112:19<br>177:11<br><b>rising</b> 153:11<br>214:5<br><b>risk</b> 142:15 145:4<br>146:15,16,22<br><b>River</b> 34:2 123:6<br><b>rivers</b> 121:11 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 126:11<br><b>road</b> 95:18 96:22<br>247:8,20 248:5<br>255:11<br><b>Robbins</b> 215:2<br><b>Robin</b> 86:13<br><b>role</b> 9:23 28:15<br>34:10 105:9<br>131:2<br><b>roles</b> 9:20<br><b>roller</b> 204:24<br><b>rolling</b> 144:24<br>205:8 241:7<br><b>room</b> 1:6 28:5<br>108:12 243:20<br>243:20<br><b>rooms</b> 90:19<br>99:17,17<br><b>Ross</b> 37:10<br><b>rotating</b> 108:1,13<br><b>round</b> 39:1 46:24<br>47:2 61:16<br>67:15 241:14<br><b>routes</b> 5:14 8:13<br>26:9 53:4 101:4<br><b>routine</b> 136:15,20<br><b>rules</b> 23:10 85:22<br>85:24<br><b>rumor</b> 18:17 19:3<br>19:6<br><b>run</b> 70:22 72:19<br>73:4 123:4<br>191:15 235:3<br>254:24<br><b>rung</b> 67:14<br>174:22<br><b>running</b> 42:18<br>72:16 73:8<br>193:6 239:7<br>242:12 253:10<br><b>runoff</b> 137:6<br>180:8<br><b>runs</b> 194:1<br><b>runway</b> 6:21<br>12:22 39:16<br>71:6<br><b>runways</b> 6:22 | 15:24 30:6<br><b>rush</b> 22:19 178:24<br><b>rushing</b> 135:23<br><b>rust</b> 137:10<br><b>rusting</b> 137:10<br><hr/> <b>S</b><br><b>sad</b> 216:4<br><b>safe</b> 11:5 187:6<br><b>safeguards</b> 31:20<br><b>safety</b> 199:14<br>200:8,14 202:18<br>210:20<br><b>salary</b> 251:1<br><b>sale</b> 226:1<br><b>sales</b> 98:11 225:13<br>225:24<br><b>sample</b> 224:8<br><b>San</b> 4:24 5:17<br><b>Sanchez</b> 147:5<br>182:5 195:7<br>211:8 225:8<br>242:16 252:5<br>254:20<br><b>sanitation</b> 185:4<br>220:19<br><b>Sao</b> 29:20<br><b>sat</b> 65:24 120:15<br><b>satisfied</b> 60:18<br>81:8<br><b>satisfy</b> 13:13,15<br>74:3<br><b>Saturday</b> 155:6<br><b>save</b> 76:2 77:1<br>207:13,14<br><b>saved</b> 77:4 241:23<br><b>saving</b> 73:16<br><b>savings</b> 103:15<br>156:21 185:19<br>241:15,16,20<br><b>saw</b> 95:18 138:21<br>144:3 153:10<br>186:2 201:9<br><b>saying</b> 19:3 23:23<br>82:11 118:17<br>125:12 129:19<br>133:15 154:8 | 168:6 179:4<br>184:7 201:17<br>225:24 243:17<br>244:6<br><b>says</b> 122:6,7,9<br>228:8 254:23<br><b>scale</b> 60:9 130:23<br><b>scapes</b> 200:23<br><b>scavenge</b> 224:21<br>224:22<br><b>scavenger</b> 222:19<br><b>scavengers</b> 223:8<br><b>scenarios</b> 76:21<br><b>scenes</b> 253:13<br><b>schedule</b> 76:24<br>230:3<br><b>scheduled</b> 232:7<br><b>school</b> 117:14<br>172:14 181:10<br>182:7,16 197:8<br>206:6 207:6<br>233:8,9,14<br>252:7,19<br><b>schools</b> 143:17<br>206:10,12,21<br><b>Schuylkill</b> 34:2<br>123:6<br><b>science</b> 112:4<br><b>Sciences</b> 37:12<br><b>scientists</b> 149:6<br><b>screening</b> 95:5,17<br>96:12,14,16<br>97:5<br><b>se</b> 55:23 217:21<br><b>seafood</b> 56:19<br><b>seating</b> 36:12<br><b>seats</b> 36:14<br><b>Seattle</b> 5:2<br><b>second</b> 8:3 10:5<br>40:3,14 47:1<br>96:22 107:18<br>141:10 230:21<br>241:14<br><b>secondary</b> 224:20<br><b>Secondly</b> 61:11<br><b>sect</b> 51:4<br><b>section</b> 153:8 | 221:13<br><b>sector</b> 55:21<br>197:2 245:19<br><b>secure</b> 11:5 94:18<br><b>security</b> 37:3<br>94:17 95:4,6<br>234:2,21<br><b>sediment</b> 138:13<br><b>see</b> 29:13 32:9<br>39:4 44:14<br>45:13 47:1,22<br>49:1 58:5 59:14<br>62:17 67:15<br>76:16 82:9 93:1<br>99:20 105:18,24<br>106:2,24 108:8<br>110:8,9 125:21<br>127:6 131:11<br>143:2,3 144:24<br>145:23 148:4<br>150:15,22<br>151:14 163:13<br>172:15 180:1<br>191:12 199:4<br>202:8,11 214:13<br>221:3 228:9,23<br>228:24 229:8<br>234:17 235:21<br>240:12,20<br>243:10,16,18<br>247:2,12,13<br>253:24 256:4<br><b>seeing</b> 21:12<br>71:22 106:24<br>145:21,23 221:3<br>243:20,21<br><b>seek</b> 17:9<br><b>seeking</b> 12:9<br>25:23<br><b>seen</b> 11:15 72:18<br>117:4 137:5<br>138:11 140:22<br>145:19 149:22<br>197:11,21<br>237:11<br><b>sees</b> 28:12 148:20<br><b>SEIU</b> 21:15 24:18 | <b>selected</b> 42:19<br><b>sell</b> 75:20 76:14<br>226:11<br><b>semi-skilled</b><br>149:7 150:1<br><b>Senator</b> 140:1<br><b>send</b> 134:22<br>225:11<br><b>senior</b> 9:13 11:9<br>212:8<br><b>seniors</b> 193:10<br>212:7 218:21<br><b>sensationalism</b><br>116:8<br><b>sense</b> 181:7,20<br>247:14 253:16<br><b>sent</b> 156:3 226:4<br>243:16<br><b>separate</b> 77:7<br>83:3 136:8<br>137:19 218:6,14<br>218:16 219:1<br><b>separating</b> 191:5<br><b>SEPTA</b> 31:15<br>34:7,13 37:13<br>197:1 199:16,19<br>202:11<br><b>September</b> 61:24<br><b>septic</b> 168:14<br><b>series</b> 171:14<br>186:22 209:6<br><b>serious</b> 30:18<br>178:9<br><b>seriously</b> 112:13<br><b>servants</b> 39:4<br>111:24<br><b>serve</b> 54:10 124:2<br>134:17<br><b>serves</b> 29:11 54:7<br>54:9<br><b>service</b> 4:22,23<br>5:3,6,16,19,23<br>6:3,4,8 11:6,7<br>12:3,24 26:8,11<br>26:17 27:20,21<br>29:19,20 30:11<br>30:12,21 38:20 |
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| 39:5 43:7 49:24<br>50:10,15 51:5<br>51:21 54:12<br>58:1,17,20 78:8<br>78:20 109:12<br>110:6 113:9<br>134:16 142:3<br>149:13 150:6,7<br>152:2 156:7<br>178:24 187:8<br>191:1,10 193:8<br>195:23 232:7,11<br>232:17<br><b>services</b> 8:16<br>17:10 18:21<br>34:17 40:20<br>41:2,12 95:9<br>100:9 113:13<br>143:13 179:11<br>185:11 226:11<br>243:9<br><b>service-wise</b><br>193:21<br><b>serving</b> 191:1<br><b>sess</b> 168:13<br><b>set</b> 19:14 37:15<br>44:17 45:12<br>51:12 67:11<br>75:15 83:1<br>110:3 124:18<br>144:13 146:20<br>153:5,12 171:20<br>175:5 179:19<br>211:13 217:11<br><b>sets</b> 119:15<br><b>setting</b> 9:24 67:9<br><b>seven</b> 18:9 189:21<br>189:22 222:20<br>223:20,24 254:5<br><b>sewage</b> 114:21<br>122:1,4 126:11<br><b>sewer</b> 119:10<br>122:14,16<br>123:17,20<br>130:11 135:3,20<br>136:6,11 137:5<br>137:19 138:6 | 161:11,12,16<br>162:2,5,15<br>163:5,13,16,17<br>163:20 164:7<br>165:6,12 166:6<br>167:6 168:11,17<br>168:24 169:3,4<br>169:7,19 182:22<br><b>sewers</b> 135:6,21<br>138:5 161:1,2<br>161:14,21,24<br>162:20,21<br>163:15,19<br>167:18 168:24<br><b>Shannon</b> 5:23<br><b>shape</b> 131:24<br>153:17<br><b>share</b> 29:3 61:22<br>65:16 100:12<br>150:19 177:8<br>199:11 201:2<br><b>shared</b> 91:16<br>162:9<br><b>shifting</b> 16:1<br><b>shipped</b> 71:23<br><b>shock</b> 147:21<br>157:6 169:9<br>177:17<br><b>shocked</b> 151:14<br>162:10<br><b>shocking</b> 168:22<br>169:12 246:10<br><b>shoes</b> 97:23<br><b>shop</b> 70:5 149:8<br>255:23<br><b>shopping</b> 94:13<br>98:4 99:4<br>146:20<br><b>shops</b> 99:8<br><b>short</b> 45:14<br>110:22 172:3<br>213:10<br><b>shortage</b> 44:17<br><b>shortages</b> 48:21<br><b>shout</b> 248:21<br>249:5<br><b>shouts</b> 249:2 | <b>show</b> 76:21 238:5<br>246:3,5<br><b>showed</b> 142:2<br><b>shows</b> 165:20<br><b>shut</b> 112:7 158:16<br>158:20<br><b>shy</b> 39:15<br><b>side</b> 13:1,2,14<br>14:17 15:7,13<br>15:16,22 29:23<br>34:16 41:1,10<br>41:12 42:21<br>64:7 66:8 83:12<br>83:14 96:11<br>99:12 131:8<br>141:4 163:12<br><b>sides</b> 41:2<br><b>sidewalk</b> 216:21<br><b>Sierra</b> 124:5<br><b>sign</b> 14:1 210:10<br>234:22<br><b>signage</b> 208:21<br><b>signal</b> 210:10<br><b>signals</b> 185:17<br>207:17,20 208:5<br>208:7,23 210:6<br><b>significant</b> 3:8<br>39:4 77:3 83:5<br>113:9 116:17<br>142:19 151:2,8<br>152:5 164:22<br>165:1 172:8<br>207:22<br><b>significantly</b><br>126:21 150:13<br><b>signs</b> 208:18,23<br>208:23 225:12<br>225:20,21<br>227:11,12,13<br><b>silts</b> 138:15<br><b>similar</b> 25:6 57:5<br>103:5 127:6<br>146:11<br><b>simply</b> 106:17<br>116:16<br><b>simultaneously</b><br>51:17 | <b>sir</b> 3:15 19:4 22:8<br>24:5,8 80:17<br>147:4 170:6<br>184:3 187:13<br>191:3 195:5<br>203:11 206:17<br>245:6<br><b>sit</b> 60:17 94:20<br>98:22 99:18<br><b>site</b> 10:20 108:6<br>138:14 151:16<br>172:14 181:12<br><b>sits</b> 73:20 131:22<br><b>sitting</b> 9:17<br>114:13 183:16<br>224:23 250:7<br><b>situation</b> 161:17<br>187:4 195:10<br>196:8 213:24<br><b>situations</b> 198:9<br><b>six</b> 2:10 181:23<br>207:2,3<br><b>size</b> 29:8 67:5<br>73:4 126:22<br>156:14 158:17<br><b>sizes</b> 154:13<br><b>skill</b> 44:17 45:8<br>45:12<br><b>skilled</b> 44:22<br>178:10<br><b>skills</b> 44:19<br>185:23<br><b>skipped</b> 104:24<br><b>sky</b> 247:7<br><b>skycap</b> 93:15<br><b>slightly</b> 58:14<br><b>slotting</b> 28:2<br><b>slowly</b> 156:17<br><b>small</b> 37:14 43:16<br>64:10 70:13<br>137:9 140:24<br>145:1 162:7<br>194:23 211:19<br>211:20<br><b>smaller</b> 144:21<br><b>Smart</b> 103:10<br><b>smartly</b> 179:13 | <b>Smithsonian</b><br>37:11<br><b>smoothly</b> 49:4<br>97:22<br><b>snacks</b> 37:5<br><b>snow</b> 191:13<br><b>soil</b> 146:10<br><b>solely</b> 71:7<br><b>Solicitor</b> 81:7,12<br>81:14 82:1<br><b>solution</b> 124:8<br>143:1,7 202:10<br>213:19<br><b>solutions</b> 126:16<br>127:2<br><b>solve</b> 178:16<br><b>somebody</b> 50:7<br>106:6 108:6<br>168:22 192:7<br>227:1<br><b>somewhat</b> 109:21<br><b>son</b> 36:7,9,11 37:7<br><b>soon</b> 17:6 156:11<br>184:11 217:6<br>227:21 228:15<br><b>sorry</b> 15:9 19:4<br>22:8 67:24<br>80:20 111:11<br>134:5 136:5<br>152:18 164:19<br>187:11 203:20<br>204:5 224:4<br>226:16 250:18<br><b>sort</b> 56:11 57:3<br>89:9 132:23<br>157:21 215:17<br>218:21 239:24<br><b>sought</b> 5:10<br><b>source</b> 40:14<br>41:21 42:1<br>45:20,20 46:6<br>79:3<br><b>sources</b> 10:22<br>75:3<br><b>south</b> 6:4 13:1<br>33:10 34:16<br>192:11 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                |                          |                           |                           |                          |
|--------------------------------|--------------------------|---------------------------|---------------------------|--------------------------|
| <b>Southwest</b> 12:2<br>26:13 | 123:3 227:10             | 46:17,19                  | 247:20                    | <b>stop</b> 33:13 34:16  |
| <b>souvenirs</b> 99:8          | <b>spills</b> 72:22      | <b>stand</b> 38:15        | <b>stated</b> 44:3 48:2   | 34:19 71:22              |
| <b>space</b> 10:23 57:16       | <b>spin-offs</b> 16:7    | 197:19                    | 49:6 66:3 74:1            | 122:10 208:18            |
| 57:21 78:17                    | <b>Spirit</b> 5:5 11:15  | <b>standard</b> 24:7      | 87:4 171:5                | 208:23 210:10            |
| 90:4 95:8                      | 11:22                    | 121:1 238:24              | <b>statement</b> 190:23   | <b>stopped</b> 177:14    |
| 147:17 232:16                  | <b>spoke</b> 107:5       | 239:4                     | 191:23                    | 226:7 231:2              |
| 232:20 236:23                  | 171:23                   | <b>standardizing</b>      | <b>statements</b> 28:13   | <b>stops</b> 5:17 199:10 |
| 237:20 241:6                   | <b>spoken</b> 55:14      | 202:3                     | <b>States</b> 4:14 117:2  | 202:15                   |
| 242:20 243:4,7                 | <b>sponsored</b> 63:21   | <b>standards</b> 87:22    | 117:3 121:12              | <b>storage</b> 72:6,9,11 |
| 243:20,20,22                   | <b>spot</b> 144:6 213:10 | 88:5,9,15,20,21           | 126:20                    | 73:3                     |
| 244:6,11,13,19                 | <b>spots</b> 137:2       | 88:23 109:6,9             | <b>Station</b> 90:15      | <b>stored</b> 72:12 73:3 |
| <b>spaces</b> 236:9,12         | <b>spread</b> 177:10     | 109:17 110:3              | <b>statistical</b> 133:13 | <b>stores</b> 227:13     |
| 244:3                          | 187:22 239:1             | 120:23 210:1,4            | 133:17                    | <b>storm</b> 102:24      |
| <b>spacial</b> 241:4           | <b>spring</b> 18:1 186:2 | 211:2 231:20              | <b>statistics</b> 132:20  | 103:4 113:4,22           |
| <b>speak</b> 44:4 62:2,4       | 186:10 214:18            | 239:5                     | 178:3                     | 120:9,11 121:4           |
| 66:2 79:7                      | 228:11                   | <b>standing</b> 159:5     | <b>status/strategy</b>    | 125:2 129:16,18          |
| 101:11 115:24                  | <b>springs</b> 228:11    | 167:15 201:5              | 125:3                     | 131:6 135:3              |
| 125:19 137:24                  | <b>sprung</b> 36:24      | <b>standout</b> 108:18    | <b>stay</b> 15:5,10 26:5  | 136:9 137:6              |
| 168:20 184:18                  | <b>spurs</b> 123:7       | <b>standpoint</b> 40:18   | 26:14 68:15               | 140:5,5,5                |
| 206:8 224:16                   | <b>square</b> 10:19      | 40:22 89:23               | 70:5 128:16               | 141:13 152:22            |
| 236:13                         | 102:23 127:17            | 198:16                    | 222:3                     | 153:10,15,21,23          |
| <b>speaks</b> 110:10           | 131:8                    | <b>stands</b> 256:9,10    | <b>stayed</b> 52:1        | 154:1 157:9              |
| <b>spearheaded</b>             | <b>Squilla</b> 1:13 55:3 | <b>staple</b> 27:14       | <b>staying</b> 36:16      | 171:2,7,8,15,17          |
| 100:24 107:13                  | 55:4 56:9,13,23          | <b>start</b> 2:3 5:3      | 255:23                    | 171:21 172:11            |
| <b>special</b> 6:3 25:5        | 58:22 59:21              | 11:13,23 54:11            | <b>stays</b> 66:22 139:6  | 172:13 176:24            |
| 170:11 203:22                  | 60:21 154:22,23          | 58:16 63:1 73:5           | <b>steady</b> 145:19      | 177:11 180:7,12          |
| <b>specialist</b> 241:15       | 156:10,23                | 75:20 76:11               | <b>steam</b> 160:6        | 180:14,24                |
| <b>specialty</b> 104:21        | 157:13,18 159:7          | 96:2 105:24               | <b>stenographer</b>       | 181:11,14                |
| <b>specific</b> 47:13          | 160:5,10 161:5           | 106:4 144:24              | 110:23                    | 182:15                   |
| 182:12 208:7                   | 166:17                   | 151:6 163:13              | <b>stenographic</b>       | <b>story</b> 36:5 57:23  |
| 247:19                         | <b>stability</b> 113:3   | 184:7,8 199:10            | 257:7                     | 224:17                   |
| <b>specifically</b> 32:23      | 196:14                   | 226:23 241:7              | <b>step</b> 82:15 104:24  | <b>straight</b> 154:10   |
| 41:7 65:23                     | <b>stadiums</b> 22:7,10  | 242:7 252:15              | 109:21 191:14             | 154:11                   |
| 141:14                         | <b>staff</b> 39:10 50:11 | <b>started</b> 11:21,22   | 240:7                     | <b>strategic</b> 112:23  |
| <b>specifications</b>          | 55:9 65:12 88:3          | 61:18 76:8                | <b>steps</b> 45:7 196:4,6 | 115:15 175:12            |
| 251:14                         | 89:20 105:8,11           | 144:22 176:23             | 239:6 246:7,11            | <b>strategies</b> 68:9   |
| <b>speed</b> 207:12            | 115:16 139:4             | 214:24 234:13             | 247:12                    | 132:2 221:19             |
| <b>speedy</b> 139:11,11        | 141:24 145:2             | 241:22 243:15             | <b>Steve</b> 142:22       | <b>strategy</b> 121:3    |
| <b>spell</b> 148:7             | 155:2 170:8,9            | <b>starting</b> 4:22 5:12 | <b>stewardship</b>        | 126:3 127:21             |
| <b>spells</b> 110:8            | 175:7 208:24             | 47:16 108:18              | 38:19 100:24              | 225:18                   |
| <b>spend</b> 75:18 118:1       | 222:1 233:12,21          | <b>starts</b> 6:8 96:19   | 101:15 105:6              | <b>streamlining</b>      |
| 167:8                          | 236:16 246:17            | 172:7                     | <b>sticking</b> 126:1     | 245:14                   |
| <b>spending</b> 118:5,6        | <b>staffing</b> 152:11   | <b>state</b> 24:9,15 46:2 | <b>stimulus</b> 31:11     | <b>streams</b> 121:11    |
| 118:8 124:3                    | 238:17                   | 85:9 86:16                | <b>Stip</b> 246:17        | 126:12                   |
| 198:7                          | <b>stage</b> 11:4 179:11 | 120:6 124:5               | <b>stock</b> 205:8        | <b>street</b> 17:22 19:1 |
| <b>spent</b> 90:3 117:24       | <b>tagging</b> 234:19    | 158:6 176:22              | <b>stone</b> 51:13 103:1  | 64:14 100:1              |
|                                | <b>stakeholders</b>      | 193:9 197:2               | <b>stood</b> 114:11       | 118:14,21                |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| 132:21 138:4<br>139:13 140:17<br>140:24,24 160:3<br>160:4 163:7<br>169:7 182:21,23<br>182:24 185:16<br>186:9,15 188:8<br>189:11,16<br>194:10 200:5,15<br>200:23 203:2<br>204:12,19,21<br>219:18 220:13<br>222:22 223:3,18<br>227:8,8,9<br><b>streets</b> 19:8 62:16<br>119:3,8,9,11,21<br>143:18 147:15<br>159:19 160:2<br>183:21,23 185:2<br>187:6 191:8<br>192:5 204:3,8<br>215:18 218:4<br>225:17 228:12<br><b>strength</b> 115:15<br><b>strengthen</b><br>100:19 175:13<br><b>stress</b> 43:10<br>179:14<br><b>Strictly</b> 224:6<br><b>stringent</b> 83:7<br><b>strive</b> 10:8 187:5<br><b>strong</b> 26:14<br>53:21 175:19<br>214:24 233:11<br><b>stronger</b> 112:18<br>129:21<br><b>strongly</b> 242:24<br><b>structure</b> 59:10<br><b>struggle</b> 199:6<br>213:21<br><b>stuck</b> 136:1 150:3<br><b>students</b> 233:9<br>252:8,11,13,20<br>253:4<br><b>studies</b> 135:5<br>208:14,15,15,16<br>208:20 209:19 | 210:2,5,8,11,23<br><b>study</b> 208:6<br><b>stuff</b> 133:2 147:17<br>184:16 225:16<br>255:17<br><b>stumped</b> 69:14<br><b>subcommittee</b><br>237:6<br><b>subcontractors</b><br>45:22 46:7 92:6<br>92:14 93:12,18<br><b>subject</b> 155:11<br><b>subjects</b> 121:6<br>234:8<br><b>subleases</b> 91:20<br><b>submit</b> 109:10<br>215:21<br><b>submitted</b> 2:22<br>84:4 111:19<br><b>subsequent</b> 61:22<br><b>subsequently</b><br>98:11<br><b>subsidiaries</b><br>31:14<br><b>subsidizing</b> 24:13<br><b>success</b> 4:21<br>43:15 209:5<br>232:10<br><b>successes</b> 197:13<br>219:15<br><b>successful</b> 26:2<br>29:5 59:13,20<br>64:21 103:20,21<br><b>successfully</b><br>113:16 117:14<br>149:2<br><b>succession</b> 113:24<br>115:16<br><b>successor</b> 49:11<br>192:7<br><b>successorship</b><br>49:13,17<br><b>sudden</b> 173:5<br><b>sufficient</b> 10:18<br><b>suggest</b> 166:12,16<br><b>suggestion</b> 247:6<br><b>suggestions</b> 214:9 | <b>summarize</b> 184:6<br>185:7<br><b>summary</b> 3:10<br>230:8 250:1<br><b>summer</b> 17:22<br>116:13 133:12<br><b>Sun</b> 214:5<br><b>Sunday</b> 155:6<br><b>sunshine</b> 106:15<br><b>superior</b> 11:7<br><b>supervise</b> 150:3<br><b>supervision</b> 150:9<br>257:19<br><b>supervisor</b> 150:2<br><b>supervisors</b> 223:3<br>223:13,15<br><b>support</b> 24:15,16<br>29:15 59:12<br>78:20 113:12<br>121:16,17<br>171:16 172:16<br>183:4 185:11<br>231:11 233:18<br>250:10 251:23<br>252:23<br><b>supported</b> 29:5<br>128:12<br><b>supporter</b> 128:12<br><b>supporting</b> 63:20<br>115:6 178:20<br>251:10<br><b>supportive</b><br>143:14 191:21<br><b>supports</b> 183:6<br><b>supposed</b> 80:7<br><b>sure</b> 26:13 39:6<br>41:3 43:2 44:2<br>44:21,22 45:4<br>45:16 47:18<br>49:2 56:15<br>58:18 59:4<br>60:23 63:6,23<br>64:22 67:10,11<br>69:6,22 70:20<br>77:19 81:16<br>82:3 85:12<br>86:20 87:10 | 89:19 94:3<br>96:24 106:9,11<br>116:22 128:11<br>128:23 129:13<br>134:3 139:6<br>142:11 143:11<br>145:5 162:16<br>165:3,17 168:8<br>169:13 172:4<br>178:8 181:4<br>182:2 190:21<br>191:4,22 192:16<br>203:23 205:24<br>206:9 209:16<br>216:9 220:23<br>222:15 229:7<br>236:3,14 237:12<br><b>surely</b> 193:18<br>196:11 227:5<br><b>surprised</b> 159:18<br><b>surrounding</b> 70:8<br><b>survey</b> 71:3<br>102:18 222:18<br>224:8<br><b>surveyors</b> 198:12<br><b>surveys</b> 5:18 71:1<br><b>suspect</b> 17:11<br><b>sustain</b> 67:6<br><b>sustainability</b><br>100:17 202:5<br><b>sustainable</b> 31:23<br>47:20 48:15<br>49:2 124:8<br>130:8<br><b>SWEEP</b> 220:14<br>223:6,15,17<br>227:16<br><b>SWEEPS</b> 221:12<br><b>swift</b> 186:12<br><b>swimmable</b><br>121:13<br><b>swing</b> 33:18<br><b>Synagro</b> 113:23<br><b>syndrome</b> 50:6<br><b>synergize</b> 35:13<br><b>synergy</b> 233:3<br><b>synthetic</b> 137:8 | <b>system</b> 7:5 28:15<br>33:15 45:21<br>112:20 119:11<br>123:19 129:16<br>129:18 134:15<br>136:9 137:5<br>138:15 143:12<br>146:2 151:20<br>152:2 155:20<br>162:14 163:5,6<br>163:6 167:19<br>182:15 185:13<br>185:16 238:11<br>239:19,21<br><b>systemic</b> 224:13<br><b>systems</b> 71:20<br>72:15 90:11<br>113:4 119:5<br>131:7 144:9<br>163:22 232:9<br>238:4,5<br><hr/> <b>T</b><br><b>T</b> 257:2,2<br><b>table</b> 33:24 61:16<br>75:15 101:11<br>111:2 127:22<br>183:24 229:23<br>246:14,16<br>249:19<br><b>tackle</b> 113:1<br><b>Tacony</b> 123:8<br><b>tact</b> 68:15<br><b>take</b> 15:17 19:15<br>35:3 48:20<br>49:16 56:5<br>57:10 67:7 73:2<br>75:6 96:21<br>99:21 106:12<br>109:1 110:22<br>112:12 118:19<br>126:2 136:19<br>140:10 144:17<br>152:6 153:14<br>158:17 165:7<br>168:6 170:6<br>185:7 188:17 |
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| 190:8 194:22<br>195:2 210:21<br>214:3 218:14<br>224:13 226:3<br>233:14,17 244:1<br>244:4 246:9,23<br>246:24<br><b>taken</b> 99:15 105:7<br>111:1 140:6<br>183:13 186:18<br>186:19 228:15<br>239:15 257:7<br><b>takeoff</b> 4:12 37:4<br>69:21<br><b>takes</b> 160:13<br><b>talented</b> 186:7<br><b>talk</b> 12:17 41:21<br>62:11 70:16<br>71:4 80:16 94:7<br>116:5,15,21<br>120:5,14 121:9<br>125:23 131:13<br>148:9 151:3<br>152:7 161:6,23<br>177:20 187:15<br>197:16 198:6<br>208:13 214:16<br>218:24 219:14<br>252:6<br><b>talked</b> 21:9,14<br>40:7 62:23<br>158:3 161:2<br>218:7 234:1,2<br><b>talking</b> 47:17<br>55:13 130:22<br>138:13 140:19<br>147:9 166:2<br>198:2 199:17<br>203:21 218:15<br>223:23 226:18<br>235:2<br><b>talks</b> 33:3,5<br><b>tangent</b> 33:19<br><b>tank</b> 123:1<br><b>tanks</b> 168:14<br><b>tap</b> 107:8<br><b>target</b> 25:23 | 146:4<br><b>targets</b> 10:10<br><b>Tasco</b> 1:14 179:2<br>240:22<br><b>task</b> 179:1 235:24<br>236:17 237:5,22<br>240:1 245:13<br><b>tax</b> 4:7,9 24:10,11<br>24:13 157:20<br>233:1,4<br><b>taxes</b> 14:18,20<br>156:11<br><b>taxpayers</b> 196:18<br>196:20<br><b>teaching</b> 31:19<br><b>team</b> 42:7,19 43:2<br>43:15 105:20,21<br>115:12 131:22<br>142:2 147:13<br>148:8 170:16<br>191:13 192:5,8<br>192:21 199:2<br>231:18<br><b>tear</b> 238:12<br><b>technical</b> 192:24<br>251:13<br><b>technicians</b><br>149:11,11<br>198:15,15<br><b>technique</b> 122:12<br><b>techniques</b><br>121:24 122:12<br>150:11<br><b>technology</b> 94:23<br>95:16,17 96:1,5<br>96:16 97:1,24<br>113:12 155:21<br>185:16<br><b>tedious</b> 168:8<br><b>telephone</b> 227:17<br><b>tell</b> 12:18 27:6<br>36:5 52:18<br>91:13 127:12<br>135:4 146:13<br>191:24 246:21<br>246:22,22,24<br>249:23 | <b>telling</b> 125:17<br>138:7 226:3<br><b>tells</b> 224:17<br><b>Temple</b> 200:15<br><b>temporary</b> 108:1<br><b>ten</b> 9:1 18:10<br>57:13 58:9<br>72:11 173:2<br>189:22 199:10<br>202:15 206:24<br>207:1 222:20<br>223:20,24<br><b>tenant</b> 78:14<br>243:17<br><b>tenants</b> 46:16<br>91:11,13 232:12<br><b>tenant/landlord</b><br>78:12<br><b>tens</b> 14:23<br><b>tense</b> 177:18<br><b>tenth</b> 4:13<br><b>ten-plus</b> 105:9<br><b>term</b> 14:12 17:8<br>19:11 33:16<br>42:23 48:2,4,6<br>49:16 51:15<br>52:17 61:21<br>87:3 113:2<br>118:12 172:3,5<br>202:10<br><b>terminal</b> 7:3<br>10:20,23 15:22<br>29:6 30:15,17<br>30:20 71:9,19<br>73:5 95:10<br>96:10<br><b>Terminals</b> 96:11<br>96:13<br><b>terms</b> 4:12 7:13<br>14:6 20:7 22:20<br>22:23 23:13,20<br>28:2 30:5 32:21<br>42:13 44:4 45:8<br>45:23 46:1 60:9<br>67:9 69:20 70:6<br>73:18 79:24<br>81:9,22,23 | 90:23 95:7 96:8<br>98:18 107:16<br>110:10 116:15<br>118:16 119:22<br>127:11 128:20<br>139:7,14 140:20<br>141:4,12 142:17<br>143:16 144:22<br>145:7 147:1<br>150:20 153:23<br>174:5 182:18<br>189:8 192:22<br>201:17 202:3<br>208:13 209:8<br>212:2,13 255:3<br>255:6<br><b>terrorist</b> 186:17<br><b>tested</b> 227:16<br><b>testify</b> 11:8<br>111:15<br><b>testimony</b> 3:9,14<br>3:24 10:10<br>26:15 27:16<br>66:3 75:1 100:7<br>102:1 103:19<br>108:20 110:17<br>111:19 116:5<br>145:21 170:23<br>171:5 179:16<br>183:11 184:5<br>211:11 230:7<br>233:16,17<br>241:15 249:23<br>250:9 251:23<br>252:6<br><b>testing</b> 31:7 133:1<br>149:19 201:11<br><b>Texas</b> 5:17<br><b>text</b> 100:14,18<br><b>th</b> 244:3<br><b>thank</b> 3:5,15 11:8<br>11:12 19:18,20<br>25:13,13,15,18<br>25:24 31:1,2,3,5<br>35:15,16,19<br>38:8,9,12,14,17<br>39:9 42:3,6 47:3 | 47:5 54:24 55:1<br>55:4,5,12 59:21<br>60:21,24 61:2<br>61:13 67:16<br>69:1,3 74:17,18<br>74:23 86:22<br>89:3,16,19<br>90:24 97:8,17<br>100:2,4,6,21<br>104:14 107:3<br>108:20 109:3<br>110:13,14,15,17<br>110:19,20<br>111:21 115:23<br>116:2 132:11,14<br>135:2 137:16<br>138:2,3,23<br>139:1 141:7,16<br>141:18,24 147:3<br>147:4,6,23<br>154:19,20,23<br>155:2 157:24<br>160:10,16,17,18<br>160:21 169:22<br>169:23 170:8,18<br>170:21 171:18<br>174:20 176:8,13<br>176:14,15,18,21<br>177:18 181:4<br>183:9,10 184:21<br>184:24 187:10<br>187:12 190:19<br>190:21 195:4,5<br>195:6,11 196:2<br>199:2 203:4,4,5<br>203:8 205:3,15<br>205:17,20,23<br>206:3 211:5,6,9<br>216:14,16,24<br>217:2 219:3,4,5<br>219:8,12 225:5<br>225:7 229:13,14<br>229:15,16,18<br>233:17,23,24<br>235:9,14 242:13<br>242:14,17<br>244:22,23,24 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 249:9,11,12,13<br>249:22 250:9<br>251:22 252:1,2<br>253:5,7,12<br>254:16,18,22<br>255:2 256:1,2,4<br>256:7,8,11<br><b>thanks</b> 70:21<br>245:24 249:8<br><b>theirs</b> 96:5<br><b>thing</b> 14:5 36:2,3<br>37:22 41:5 95:2<br>99:4 117:11<br>130:1 131:5<br>132:23 151:22<br>151:23,23<br>158:15,21<br>159:12,24<br>166:18,20 167:3<br>171:18 176:9<br>184:15 190:5<br>202:5 218:21<br>220:12 225:10<br>225:14<br><b>things</b> 7:20 15:21<br>16:1 22:18<br>26:21 34:3,4<br>40:11 43:9<br>48:12 50:9<br>51:24 57:18<br>60:12 63:23<br>64:18 70:17<br>72:18,20 75:19<br>82:22 83:3<br>94:15,16 95:18<br>98:5 103:18,22<br>112:9 128:9,13<br>132:9 135:6<br>137:15 143:7<br>144:21 145:1<br>146:23 152:10<br>159:19 165:17<br>172:1 174:14<br>177:20,22<br>184:18 187:14<br>191:22 199:15<br>199:17 204:14 | 225:24 235:3<br>236:4 237:14,18<br>238:9 239:7<br>241:8<br><b>think</b> 9:18 12:20<br>21:5 22:11,16<br>22:21 24:19,23<br>25:11 27:5<br>28:11 32:2<br>33:23 35:9,24<br>37:24 42:12<br>43:14 46:3,9,12<br>48:7,23 49:5,7<br>49:12 53:23<br>54:10,21 55:16<br>55:18 56:1,16<br>58:3 59:5,7 69:8<br>70:22 71:4<br>73:17 74:5,15<br>80:9 82:22,24<br>88:14 89:13<br>90:2,9,12 92:17<br>93:23,24 94:2,2<br>94:10 109:16<br>110:7 125:4<br>127:15,20 128:2<br>140:18 144:1,4<br>147:10 152:9,9<br>156:10 157:5,9<br>157:9,11 161:4<br>167:3,13 177:8<br>177:12 178:11<br>179:1,2,6,20<br>184:18 187:16<br>193:3,4 195:10<br>195:16 200:19<br>201:6 202:7,9<br>205:8 207:10,11<br>213:23 226:21<br>227:6 228:1<br>241:1,8 242:22<br>243:1 248:9<br><b>thinking</b> 32:21,21<br>167:10 200:23<br><b>third</b> 105:11<br>181:10<br><b>thought</b> 24:12 | 69:23 120:21<br>128:1 173:4<br>186:17 206:14<br>223:23 224:4<br>225:17 235:10<br>244:15<br><b>thoughts</b> 226:2<br><b>thousand</b> 7:8<br>145:22<br><b>thousands</b> 14:23<br><b>three</b> 9:15 10:11<br>11:17 69:17<br>72:9 103:23<br>114:18 121:14<br>144:4 159:2<br>177:17 244:12<br>252:8<br><b>three-fourths</b><br>156:16<br><b>three-tier</b> 247:7<br><b>three-week</b><br>140:23<br><b>three-year</b> 156:1<br><b>ticket</b> 212:21<br>228:20<br><b>tickets</b> 225:15,16<br>228:18,19<br><b>tides</b> 32:12<br><b>tie</b> 33:7 198:8<br><b>till</b> 244:15<br><b>time</b> 11:24 13:15<br>13:17 16:12<br>17:1,4,22 22:12<br>25:8 27:1 31:20<br>35:22 41:5,6<br>53:2 63:1 71:11<br>73:11 75:21<br>81:8 84:12<br>96:15 105:7<br>112:13 116:9<br>122:3 125:22<br>148:16,18<br>152:17 155:14<br>156:2,6,24<br>162:12 166:23<br>167:2 169:15<br>177:21 179:17 | 187:9 188:17,20<br>189:17 190:3<br>201:5,5 202:9<br>203:17 205:11<br>205:13,13,15<br>217:13,16 220:3<br>220:5,6,9,11,22<br>227:11 230:1<br>240:7 246:4,23<br>246:24 255:19<br>255:19 256:6<br><b>timeline</b> 17:20<br>89:7 238:10<br><b>timely</b> 158:5<br>243:14<br><b>Timer</b> 250:16<br><b>times</b> 28:13 98:18<br>119:13 122:6<br>161:3<br><b>Tinicum</b> 12:18<br>13:5,20 51:9,15<br>51:20 52:2<br><b>Tioga</b> 151:17<br><b>tip</b> 93:19<br><b>tips</b> 93:14,15,18<br>93:20,21,22<br><b>tip-type</b> 93:14<br><b>titles</b> 2:7 151:22<br><b>today</b> 3:23 4:17<br>6:9 13:19 19:9<br>23:18 26:20<br>30:10 44:12<br>45:7 72:7 73:3<br>111:16 115:24<br>117:18 121:21<br>122:3 185:3<br>198:5 231:8,10<br>252:21<br><b>told</b> 36:8 37:20<br>165:5 193:14<br><b>Tolson</b> 184:3,9,21<br>184:24 185:2,10<br>187:18,23 188:7<br>188:19,22 189:2<br>189:19 190:5,14<br>190:24 191:3,7<br>192:3,12,15,19 | 193:18,22 195:5<br>196:11 198:1,10<br>200:10,21 201:1<br>202:6,23 203:11<br>203:18 204:4<br>205:6,12 206:1<br>206:3,17,19,22<br>207:4,9,13,18<br>208:19 209:13<br>209:16,22<br>210:14,19 212:3<br>213:2 214:14,20<br>215:12,22 216:5<br>216:8 217:15,20<br>218:1,10 219:4<br>219:11,17,21,23<br>220:4 221:15,18<br>222:9,11,15,23<br>223:2,15,19,22<br>224:2,9,15,18<br>225:2,21 226:8<br>227:10 228:14<br>228:20 229:1,12<br>229:16<br><b>Tom</b> 236:18<br><b>Tommy</b> 249:2,6<br><b>tomorrow</b> 165:5<br><b>tons</b> 4:15<br><b>top</b> 16:16 60:9<br>71:2 84:10<br>163:24 206:23<br><b>topic</b> 25:12 46:10<br>238:1<br><b>total</b> 221:5 225:3<br>232:3,20 238:22<br><b>totaled</b> 31:12<br><b>totally</b> 85:13<br>89:24 238:23<br><b>totals</b> 10:15<br>231:13<br><b>touch</b> 33:19 34:12<br>180:5 217:4<br><b>tough</b> 116:12<br>152:2<br><b>tow</b> 254:15<br><b>township</b> 12:18<br>13:5,6,16,20 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14:1 15:14<br>51:20 52:2<br><b>tracing</b> 227:17<br><b>track</b> 98:11,15<br>185:21 188:11<br>189:5,10,13<br>194:9,18 196:3<br>196:12 197:6<br>198:13<br><b>tracking</b> 238:2<br>239:17<br><b>trade</b> 172:12<br>180:6<br><b>trades</b> 41:1,8,10<br>45:8 197:5<br>232:5 233:10,13<br><b>trading</b> 172:10<br><b>traditional</b> 128:9<br><b>traditionally</b><br>75:14<br><b>traffic</b> 54:14,18<br>54:20 203:2<br>204:12 208:6,9<br>208:14,17,20<br>210:10<br><b>train</b> 37:11<br><b>trained</b> 37:12<br>47:20<br><b>trainee</b> 22:12<br><b>trainer</b> 74:1<br><b>training</b> 44:20<br>49:21 50:11,15<br>51:1 115:19<br>150:13 172:19<br>173:13 175:17<br>247:19 248:13<br><b>trainings</b> 150:21<br><b>transcript</b> 257:9<br>257:16<br><b>transformation</b><br>147:16<br><b>transition</b> 17:23<br>47:17,19 106:18<br><b>translate</b> 70:3<br><b>transportation</b><br>7:4 8:24 11:5<br>32:20 34:6 95:6 | 185:5 208:3<br><b>transportational</b><br>61:10 65:21<br><b>transported</b><br>72:13<br><b>trap</b> 137:12,24<br><b>trapped</b> 135:13<br>136:12 137:18<br><b>trash</b> 135:5,23<br>136:2,12,15<br>186:5,24 199:3<br>211:12,13,18,23<br>212:14,16,18,20<br>212:23 213:2,9<br>213:11,18,23<br>216:19 217:10<br>219:10,13,20<br>220:11,24 223:4<br><b>travel</b> 39:17,20<br>94:24 107:10<br><b>traveler</b> 60:11<br><b>travelers</b> 71:13<br><b>traveling</b> 69:24<br><b>travels</b> 34:15<br><b>treating</b> 50:16<br><b>treatment</b> 112:3<br>114:8,8 121:15<br>136:8<br><b>trees</b> 193:11,16<br>194:4,23<br><b>tremendous</b><br>195:18 202:12<br>241:2 243:1<br><b>trench</b> 118:14<br><b>trend</b> 124:14,18<br><b>trends</b> 67:1<br><b>trendy</b> 125:2<br><b>Trenton</b> 59:16<br><b>tried</b> 22:21 59:18<br>99:13 122:19,20<br><b>triggered</b> 186:22<br><b>trip</b> 27:3<br><b>truck</b> 136:16,17<br>204:11,23<br>245:20<br><b>trucks</b> 71:23<br>72:15,16,18 | 73:8 162:7<br>204:9,10 254:14<br>254:15<br><b>true</b> 146:13<br><b>truly</b> 6:5<br><b>trunk</b> 228:8<br><b>trusted</b> 192:20<br><b>try</b> 13:7 15:4<br>18:19 22:17,20<br>35:13 45:15<br>46:21 49:1<br>62:11 67:10<br>72:20 76:21<br>79:9 99:9<br>119:17 158:16<br>160:14 162:21<br>167:13 180:3<br>184:15,16<br>196:13 197:3<br>201:12 220:1<br>226:13 236:5<br><b>trying</b> 18:23 71:8<br>81:21 98:20<br>136:3 150:4<br>152:10 157:12<br>159:10 165:14<br>178:16 180:3,11<br>180:20 195:2<br>201:18,21<br>209:18 227:18<br>235:12,15<br>237:13 253:4<br><b>TSA</b> 94:16 95:12<br>95:14,24 96:24<br><b>tunnel</b> 123:1,4<br>126:16<br><b>tunnels</b> 126:21<br><b>turn</b> 49:14 191:12<br><b>turnaround</b> 159:1<br>197:22<br><b>turned</b> 116:10<br>172:22 187:4<br>208:17<br><b>turns</b> 151:20<br><b>TV</b> 191:12<br><b>twenty</b> 219:21,22<br>220:2 | <b>twenty-two</b><br>219:23<br><b>twice</b> 211:22<br>213:23<br><b>two</b> 5:17 6:9,22<br>8:22 10:3 11:20<br>20:1 48:9 52:11<br>52:18 53:9 55:7<br>56:22 69:17<br>82:21 83:3,22<br>117:1,2 122:11<br>123:17 126:7<br>129:24 140:22<br>144:19 146:17<br>171:4,23 172:1<br>175:4,6 177:17<br>217:1 218:2,4<br>230:2 243:15,24<br>244:1 249:1<br><b>twofold</b> 238:16<br><b>two-part</b> 252:3,10<br><b>two-year</b> 7:14<br>19:24 232:4<br><b>tying</b> 196:9<br><b>type</b> 30:11 32:8<br>44:12 52:6<br>65:18 78:12,23<br>80:3 94:14 95:1<br>98:7 109:13<br>205:6 208:21<br><b>types</b> 60:10 62:8,8<br>67:4 98:12<br>149:4 150:10<br>208:21<br><b>typically</b> 18:9<br>56:20 88:2<br>138:12 159:1,14<br>205:4<br><b>Tyrrell</b> 79:6,17<br>80:14,18,18<br>81:2,13,16 82:3<br>85:11,11,17,23<br>86:3,7,11,20<br><b>T-shirts</b> 99:8<br><hr/> <b>U</b> <hr/> <b>Uh-huh</b> 23:15 | <b>ultimately</b> 8:18<br>14:21 18:5<br>51:22 87:1<br>105:22 128:2<br>242:22<br><b>uncollectibility</b><br>225:15<br><b>uncollectible</b><br>228:23<br><b>uncommon</b><br>116:23<br><b>underground</b><br>119:6 123:4<br>159:20<br><b>underneath</b><br>199:12 200:3,9<br><b>underscore</b> 61:13<br><b>understand</b> 69:14<br>77:22,24 85:12<br>90:18 117:20<br>118:11 129:9<br>142:10 165:3<br>196:23 201:17<br>201:21 209:21<br>210:24<br><b>understanding</b><br>68:10 80:2<br>93:17 118:2<br>142:6 196:14<br>220:18<br><b>understood</b> 142:7<br>142:8 157:12,14<br>210:21<br><b>undertaking</b><br>172:23 236:10<br><b>underutilization</b><br>243:11<br><b>underutilized</b><br>241:3 244:20<br><b>unfortunately</b><br>72:19 156:5<br>159:4<br><b>union</b> 197:3<br><b>unions</b> 115:4<br><b>unit</b> 132:21<br><b>Unite</b> 21:15 24:18<br><b>United</b> 4:13 12:6 |
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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12:23 51:21<br>117:2,3 121:12<br>126:20<br><b>units</b> 128:7 233:3<br><b>universities</b><br>143:18<br><b>University</b> 200:16<br><b>unmanned</b> 90:11<br><b>unparalleled</b> 11:6<br><b>unprecedented</b><br>4:21<br><b>unwieldy</b> 136:18<br><b>update</b> 84:18<br>100:18 139:18<br>140:15 170:13<br>171:10 245:12<br><b>UPS</b> 12:24 13:8<br>13:14 14:10<br>245:20,24<br>246:21<br><b>upset</b> 153:6<br><b>use</b> 4:7 7:14,24<br>20:2,8,11,16<br>22:2 23:7,14,16<br>25:3 29:22<br>47:24 48:10<br>74:2 87:3 90:13<br>99:13 134:9<br>144:13 146:1<br>172:19 174:12<br>193:24 210:1<br>216:2 225:16<br>240:21,21<br><b>useful</b> 22:17<br>254:3<br><b>useless</b> 176:11<br><b>users</b> 26:3<br><b>uses</b> 75:3 132:16<br>199:19 209:2<br><b>utilities</b> 34:6<br>119:16 131:10<br>132:3 158:24<br>159:3,10,11,12<br>159:22 160:9<br>237:8<br><b>utility</b> 112:5<br>115:22 123:10 | 126:22 129:20<br>130:15 158:22<br>236:8 237:5<br><b>utilization</b> 236:24<br>241:6 242:20<br>243:4<br><b>utilize</b> 10:4 78:17<br>236:12 237:20<br>243:22<br><b>utilized</b> 243:8,21<br><b>U&amp;O</b> 211:22<br><b>U.S</b> 5:15,21 6:13<br>7:12 8:3,5 27:8<br>27:13 28:11<br>29:1,11,12,18<br>52:14 53:1 54:7<br>54:9,10,11<br>56:10 58:2,13<br>72:8 96:17,18<br>117:5 139:24<br><hr/> <b>V</b> <hr/> <b>vacancies</b> 148:9<br>148:11,12<br>177:24 179:12<br><b>vacancy</b> 113:17<br><b>vacant</b> 130:1<br><b>Valley</b> 34:8<br><b>value</b> 167:7 174:6<br>181:9 224:19<br>241:18<br><b>valve</b> 158:19,19<br><b>valves</b> 158:18<br><b>varies</b> 205:6<br>252:15 253:1<br><b>variety</b> 40:12<br>44:18 101:7<br><b>various</b> 16:24<br>17:1 38:22<br>98:12 113:24<br>139:5 141:14<br>229:18 253:17<br><b>vary</b> 57:15 187:4<br><b>vast</b> 40:1<br><b>Vegas</b> 5:8<br><b>vehicle</b> 209:3<br>251:6,7 254:1 | <b>vehicles</b> 101:3<br>250:15 251:15<br>253:17,19,23<br>254:3,10,11<br><b>vein</b> 29:5<br><b>vendor</b> 17:10,11<br>17:11<br><b>vendors</b> 16:6<br>17:14 47:22<br>49:14,22 61:16<br>62:11 251:18<br><b>Venice</b> 114:21<br><b>vent</b> 160:6<br><b>venture</b> 84:6<br>88:22<br><b>Verizon</b> 159:17<br><b>version</b> 3:13<br><b>versus</b> 14:18<br>145:22 188:3<br>237:21<br><b>veteran</b> 233:12<br><b>viable</b> 29:24<br>54:16<br><b>vibration</b> 201:3<br>201:13,15<br><b>Vice</b> 93:8<br><b>viewed</b> 137:23<br><b>violation</b> 93:24<br><b>Virgin</b> 4:23 11:14<br>11:21<br><b>virtual</b> 37:4<br><b>virtue</b> 78:18<br>127:23<br><b>vision</b> 196:13<br><b>visit</b> 187:7<br><b>visually</b> 243:2<br><b>vital</b> 112:10<br><b>void</b> 178:5<br><b>voluntarily</b> 121:1<br><b>volunteers</b> 186:4<br><hr/> <b>W</b> <hr/> <b>W</b> 1:13<br><b>wage</b> 23:3,6 24:7<br>41:22 46:6 85:9<br>92:7,14 93:20<br>93:21 94:1 | 109:13<br><b>wages</b> 24:4 41:24<br>93:13 109:10<br><b>wait</b> 155:20 159:3<br>240:5 256:6<br><b>waited</b> 37:20<br><b>waiter</b> 93:15<br><b>waiting</b> 99:17<br>102:6,8,9 103:6<br>103:12 143:6<br><b>waitress</b> 93:15<br><b>wakes</b> 165:4<br><b>walked</b> 140:19<br><b>Walker</b> 65:23<br><b>walking</b> 243:18<br><b>walkways</b> 202:14<br><b>walls</b> 200:2 218:6<br>218:12 219:2,2<br><b>Walnut</b> 140:23<br><b>wandering</b> 234:22<br><b>want</b> 29:21 31:6<br>32:1,3,9 33:9<br>35:12 38:17,19<br>39:5,9 40:5 42:5<br>42:9 47:15<br>50:18 53:4 67:8<br>67:10 69:9,11<br>72:20 74:9<br>79:21,22 82:17<br>85:4 87:3 94:5<br>98:21,23 99:23<br>101:17 102:4<br>110:4 118:20,22<br>132:18 139:3,10<br>139:15 141:7,16<br>143:3,6 147:22<br>147:24 164:1<br>167:9 168:20<br>169:2 170:11,14<br>173:5 176:22<br>177:8,20,23<br>182:2 190:24<br>191:4,9,24<br>195:9,11 196:3<br>196:19 197:9<br>199:22 200:18<br>206:23,24 209:9 | 211:10,17<br>212:20,21 213:7<br>213:22 218:13<br>221:21 228:8,23<br>228:24 229:6<br>235:3 242:18,24<br>244:11,17 255:1<br><b>wanted</b> 120:22<br>157:4 161:10<br>191:18 196:2<br>199:2 235:6<br>244:16 254:22<br><b>wants</b> 143:19<br>173:1,6,7<br>215:10,10<br>241:12<br><b>Warmorth</b><br>147:18<br><b>warrant</b> 207:17<br><b>warranted</b> 209:12<br>210:12 211:2<br><b>warrants</b> 208:7<br>209:6 210:4<br><b>wash</b> 12:13<br><b>Washington</b><br>35:10 122:22<br>127:5<br><b>wasn't</b> 56:4<br>166:13<br><b>waste</b> 38:3 113:3<br>114:8 121:14<br>130:2 136:8<br>213:12<br><b>watch</b> 170:17<br><b>watching</b> 86:14<br>142:5,14 147:11<br><b>water</b> 102:16,20<br>103:1,2,4<br>110:21 111:1,6<br>111:14,15 112:1<br>112:5,9,10,16<br>112:22 113:4,4<br>113:4,6,8,11<br>114:8,8 115:8<br>116:5,10,22<br>117:1,3,6,12,16<br>117:23 119:2,10 |
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| 120:9,12 121:4<br>121:11,14 122:1<br>122:4,4,9<br>123:10,17 124:6<br>125:2,20 127:10<br>127:23 128:4,8<br>128:10,11,14,17<br>129:2,5,8,11,16<br>129:18,23 130:2<br>130:3,10,13,14<br>130:19 131:1,6<br>131:9 132:16<br>133:10,19,21,22<br>133:23,24 134:8<br>134:8,16,21<br>135:3,23 136:7<br>136:8,9,11<br>137:6 139:5,9<br>139:12 140:20<br>141:12,13,22<br>142:20 143:9,20<br>143:24 144:9<br>145:14,16<br>146:14 147:1,1<br>147:11,14,21<br>149:8,9 151:13<br>151:14,24<br>152:22 153:10<br>153:15,21,23<br>154:1 155:11<br>157:9 158:4,15<br>159:13 161:5,15<br>162:7 163:2,6,6<br>163:7,8 165:12<br>166:6,6 167:13<br>167:19 171:2,7<br>171:8,15,17,21<br>172:11,13<br>174:12,15<br>176:24 177:11<br>178:1 180:7,12<br>180:14,24<br>181:12,14 182:7<br>182:15 183:3<br>193:3 198:5<br>215:8,13,19<br>216:9 | <b>Waters</b> 125:7<br><b>watershed</b> 181:1<br><b>waterway</b> 136:9<br><b>waterways</b><br>120:10 137:20<br><b>water-related</b><br>127:24<br><b>waw</b> 37:7<br><b>way</b> 3:10 31:22<br>32:8,17 33:8<br>45:4 50:2,12,20<br>64:21 72:24<br>74:14 75:14,19<br>85:4,9 95:15,21<br>95:22,22 108:19<br>122:11,17<br>124:12 126:4,4<br>126:10,16<br>128:14 129:19<br>131:24 135:21<br>138:22 150:8<br>155:4 156:15,17<br>157:22,24<br>162:13 175:19<br>177:7,13 180:7<br>180:11 181:19<br>183:5 191:22<br>200:13 222:17<br>223:11 229:23<br>234:20 236:13<br>239:22 241:8<br>255:1<br><b>ways</b> 32:2 140:13<br>172:11 177:15<br>181:17 182:20<br>183:2 184:16,18<br>193:15 226:10<br>247:13<br><b>weak</b> 67:2<br><b>wealth</b> 65:5<br><b>wear</b> 227:4<br>238:12<br><b>weather</b> 6:24<br>140:21 191:15<br><b>web</b> 108:6<br><b>website</b> 140:12<br><b>Wednesday</b> 1:7 | <b>weeds</b> 194:23<br><b>week</b> 5:7 11:22<br>72:11 89:11,15<br>220:12 225:11<br>225:19<br><b>weekend</b> 155:6<br><b>weekly</b> 5:21<br><b>weeks</b> 8:1 243:15<br>246:10<br><b>welcome</b> 47:7<br>74:20 97:15<br>101:23<br><b>welder</b> 152:3,5<br><b>welders</b> 151:18<br><b>Wendy</b> 37:10<br><b>Wendy's</b> 56:19<br>99:1<br><b>went</b> 35:22 36:6,8<br>36:10,14 71:3<br>151:16 201:10<br>230:1<br><b>weren't</b> 103:20,20<br>127:19<br><b>wetland</b> 101:4<br><b>we'll</b> 88:13 242:6<br><b>we're</b> 2:3 17:8<br>43:17 45:10,13<br>48:3,22 50:19<br>50:19 55:13<br>75:12 143:6<br>150:12 153:2<br>154:3 159:18<br>166:1,5 198:2<br>211:1 212:10,12<br>221:3,12 227:3<br>228:1 242:3<br>246:9 248:23<br>255:14<br><b>we've</b> 4:19 11:18<br>27:13 66:18<br>143:13 145:17<br>150:10 155:16<br>177:7 184:14<br>190:1 199:17<br>217:9 218:3<br>234:15 239:17<br>239:21 245:21 | 246:12<br><b>whatnot</b> 43:8 99:8<br>101:5 234:22<br>237:18<br><b>whipped</b> 243:23<br><b>white</b> 61:8<br><b>wide</b> 53:12<br><b>wide-bodied</b><br>53:15<br><b>wife</b> 37:8 39:17<br><b>WiFi</b> 60:10<br><b>WILLIAM</b> 1:11<br><b>Williams</b> 226:5<br><b>willing</b> 55:10<br>155:5 202:20<br><b>Willow</b> 90:13,14<br><b>Wilmington</b><br>33:11 59:16<br><b>Wilson</b> 1:13 41:22<br>250:8<br><b>wind</b> 197:9<br>213:17<br><b>winding</b> 236:19<br>236:21<br><b>wine</b> 98:23<br><b>wing</b> 30:23<br><b>winter</b> 17:24<br><b>wires</b> 159:19<br>194:14<br><b>wiring</b> 190:12,14<br>190:18<br><b>wish</b> 191:19<br>233:19<br><b>withing</b> 115:21<br><b>witness</b> 111:2<br>112:14 183:24<br>229:23 249:19<br><b>witnessed</b> 222:24<br><b>women</b> 9:14 10:1<br>61:19 64:22<br>106:22 115:10<br>115:11,13 192:6<br>251:11,17<br><b>wonder</b> 94:16<br>137:14<br><b>wondered</b> 204:2<br><b>wonderful</b> 38:4 | 108:19 149:16<br>192:5 198:22<br>245:23 246:19<br><b>wondering</b> 70:18<br><b>Woodhaven</b><br>248:5,5<br><b>word</b> 187:17<br>204:20<br><b>words</b> 3:9 141:19<br>181:5 192:4<br><b>work</b> 15:19 21:9<br>22:21 27:13<br>39:7,10 42:4<br>43:1,8 44:12,18<br>44:20 45:6,8,14<br>46:16 50:4,14<br>50:16 57:1<br>60:17,18 64:9<br>65:9 78:9,21<br>86:2 88:3 89:11<br>95:7,12 102:15<br>105:24 109:20<br>112:15 117:13<br>118:15,23<br>119:11,18 129:7<br>134:24 139:7,20<br>143:11,19,20<br>148:19 149:14<br>151:11,19 152:3<br>154:2 158:20<br>160:1,2,9<br>162:22 168:6,22<br>169:1 171:19<br>172:9 178:10<br>185:21,23<br>186:12 188:11<br>188:12 189:14<br>190:16,16<br>191:24 192:6,22<br>194:8 195:13,14<br>195:17,24<br>196:18 199:3<br>202:13 204:19<br>204:24 208:19<br>214:14,15 216:8<br>217:2 222:2<br>228:21 229:2 |
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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 239:8,9 240:6<br>242:19,21 253:4<br>253:17 254:22<br>255:17,20<br><b>worked</b> 22:4<br>37:10 96:3<br>124:4 166:22<br>220:15,16<br>228:18<br><b>worker</b> 142:3<br>192:20<br><b>workers</b> 4:6 23:2<br>40:20 44:22<br>45:13 46:1<br>48:15 55:22<br>109:14,15 110:5<br>110:6,11 151:23<br>178:13 233:13<br><b>workforce</b> 44:5<br>44:11 47:20<br>48:5,5 50:24<br>78:2 112:16<br>114:24 148:17<br>175:9,13,20<br>178:14 186:8<br><b>working</b> 7:23<br>15:14,16 43:24<br>50:9,12 55:8<br>64:1 65:7,11<br>75:1 80:11<br>103:23 107:24<br>109:17 114:12<br>117:18 121:23<br>129:8 130:10<br>131:17 133:18<br>139:24 141:8,11<br>142:21,22<br>143:16,17<br>147:19 149:13<br>149:17 153:22<br>155:17 160:14<br>170:24 171:6<br>173:11 176:24<br>187:24 188:4,8<br>189:10,22 190:9<br>195:12,21<br>196:22 199:15 | 202:20 206:12<br>206:12 221:21<br>238:13 239:12<br>244:8,18<br><b>workplace</b> 40:13<br>40:17 42:1<br>85:22 89:21<br><b>works</b> 34:7,8 43:7<br>114:23 143:12<br>182:6 204:20<br>252:17<br><b>world</b> 8:13 18:23<br>36:22 69:18,23<br>117:5 124:15<br>127:3 130:1<br>137:7 175:7<br>197:20 239:23<br>240:3<br><b>worn</b> 227:5<br><b>worry</b> 216:12<br><b>worst</b> 70:7,9<br>94:11<br><b>worth</b> 5:6 72:11<br>76:23 214:21<br><b>wouldn't</b> 166:12<br>166:16<br><b>Wow</b> 117:8<br><b>wrap</b> 141:6<br><b>write</b> 148:3<br><b>writing</b> 148:3<br><b>written</b> 10:10<br>111:19 184:5<br><b>wrong</b> 93:23<br>157:10 161:22<br>164:2<br><hr/> <b>X</b><br><hr/> <b>X</b> 240:5<br><hr/> <b>Y</b><br><hr/> <b>Yard</b> 33:21,22<br><b>Yeah</b> 51:6 116:14<br>116:14 120:3<br>152:8 156:10<br>159:7 174:17<br>198:4 200:17<br>223:24 227:20<br>230:6 231:5 | 241:5 254:9<br>255:19<br><b>year</b> 2:15,18,21<br>4:1 7:12 9:11<br>10:11 11:21<br>13:11 18:1<br>19:10,10 20:1<br>39:19 42:18,22<br>43:1 63:22 66:5<br>66:6 83:9 89:10<br>108:3 112:24<br>113:20 114:4,10<br>122:6 134:7<br>136:23 148:16<br>171:22 181:24<br>185:10 211:15<br>218:3,7,18<br>231:12,15<br>235:22 238:21<br>241:21,23<br>252:15,15,24<br>253:2,2<br><b>years</b> 2:11,19 5:4<br>6:18,20 9:1 17:4<br>18:10 19:15<br>27:15 31:11,17<br>34:15 38:20<br>39:5 52:7 66:24<br>67:6 71:10<br>72:17 80:14,21<br>84:15 95:11<br>100:14 101:5,18<br>102:5 103:23<br>105:9 107:12<br>117:15 120:8<br>122:13 123:13<br>133:17,17 144:1<br>145:18 151:1<br>152:24 153:17<br>155:18 160:13<br>161:18,19 171:5<br>172:1 173:2<br>175:6 177:17<br>184:14 185:20<br>205:5 215:1<br>218:22 219:21<br>219:22,24 220:3 | 222:13 238:4<br>240:5 254:4,6<br><b>year's</b> 66:2<br>113:15<br><b>yesterday</b> 211:11<br><b>York</b> 35:11 58:12<br>71:22,24 74:4<br>74:13 122:21<br>127:4<br><b>young</b> 36:14<br>38:23 90:21<br>185:24 188:13<br>196:14,23<br>197:11,22<br><b>y'all</b> 41:18 65:24<br><hr/> <b>Z</b><br><hr/> <b>zero</b> 169:8<br><b>ZIP</b> 221:13<br><b>zones</b> 140:4<br><hr/> <b>\$</b><br><hr/> <b>\$1</b> 9:2<br><b>\$1.2</b> 123:13<br><b>\$1.7</b> 150:17<br><b>\$10</b> 112:24 123:2<br>123:3,8<br><b>\$10,000</b> 168:21<br><b>\$10.50</b> 57:22<br><b>\$100,000</b> 150:22<br>241:20<br><b>\$136.2</b> 113:20<br><b>\$14.4</b> 4:4<br><b>\$15</b> 59:3<br><b>\$160,000</b> 204:11<br><b>\$17,491</b> 250:24<br><b>\$175,000</b> 204:14<br><b>\$2</b> 123:11,12<br><b>\$2,000</b> 103:14<br><b>\$2,600</b> 103:14<br><b>\$200</b> 96:20<br><b>\$200,000</b> 204:11<br><b>\$204,591,593</b><br>231:14<br><b>\$25</b> 58:12<br><b>\$28</b> 254:5<br><b>\$300</b> 212:9 217:12<br>217:17 222:14 | <b>\$35</b> 200:19<br><b>\$350</b> 76:11,23<br><b>\$350,000</b> 241:23<br><b>\$370</b> 165:21<br><b>\$4</b> 114:4<br><b>\$400</b> 4:8<br><b>\$47</b> 114:20<br><b>\$5</b> 57:3 153:19<br>203:15 216:1<br><b>\$5.9</b> 113:15<br><b>\$50</b> 185:19<br><b>\$7,567,429</b> 134:5<br><b>\$700.2</b> 113:7<br><b>\$734</b> 7:16 96:10<br><b>\$80</b> 77:1<br><b>\$87,000</b> 134:6<br><b>\$9.1</b> 113:20<br><b>\$93.9</b> 113:14<br><hr/> <b>0</b><br><hr/> <b>0</b> 211:4<br><b>0.7</b> 231:15<br><hr/> <b>1</b><br><hr/> <b>1,000</b> 117:7<br><b>1,500</b> 53:11<br><b>1,900</b> 111:24<br>115:8<br><b>1.156</b> 7:19<br><b>1.7</b> 189:7<br><b>10</b> 1:7 69:20<br>124:3 153:1<br>171:22 172:7<br>178:3 210:5<br>211:15 254:4<br><b>10,000</b> 165:6<br><b>10:00</b> 256:11<br><b>10:41</b> 1:7<br><b>100</b> 53:14 113:14<br>114:16 149:1<br>161:19 250:20<br>250:24<br><b>100,000</b> 7:7<br><b>11.9</b> 10:15<br><b>12</b> 6:18 31:17<br>211:14 220:24<br><b>12,000</b> 186:3<br><b>12-something</b> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                   |                    |                   |                   |                  |
|-------------------|--------------------|-------------------|-------------------|------------------|
| 58:4              | 1993 252:16        | 22nd 101:21       | 39 231:22         | 69.6 231:23      |
| 125 4:18          | <hr/> 2 <hr/>      | 220 145:21        | <hr/> 4 <hr/>     | <hr/> 7 <hr/>    |
| 13 66:11 114:4    | 2 116:4 251:6      | 23 115:12 146:3   | 4th 70:6          | 7 100:7 146:6    |
| 221:1 231:15      | 2nd 227:8          | 230 117:10 145:21 | 4,500 221:5       | 7.25 165:22      |
| 232:3             | 2,000 225:20,21    | 231 175:8         | 4.3 4:11          | 7.5 134:5 211:15 |
| 130178 1:20 2:5,9 | 2.2 120:7          | 2370 10:20        | 4.46 250:14       | 70 9:9 187:16    |
| 130179 1:20 2:5   | 2.5 251:2          | 24 9:13 105:19    | 4.48 250:22       | 239:2            |
| 2:12              | 2.6 204:1          | 25 34:14 66:9     | 4:48 256:13       | 70s 144:2        |
| 130180 1:20 2:5   | 2:06 183:13        | 112:24 114:16     | 40 232:18         | 71 9:11          |
| 2:14              | 20 31:12 122:13    | 120:8 123:13      | 400 1:6 114:3     | 72 13:9          |
| 130190 1:20 2:6   | 161:18 162:6       | 242:4 251:11      | 185:17 203:24     | 725 46:3         |
| 2:16              | 186:1              | 25,000 218:21     | 203:24 250:22     | 73 29:2          |
| 134 254:10        | 20-some 72:17      | 25.7 83:9         | 251:5             | 75 121:16 185:14 |
| 14 69:20 107:12   | 200 4:5 113:19     | 27 4:17 232:20    | 400,000 4:15      | 187:18           |
| 231:12 252:20     | 250:21             | 270 117:7 145:23  | 448,000 4:14      | 780 9:7          |
| 141,000 4:6       | 200-something      | 273 148:16        | 452 189:5         | 79,000 136:21    |
| 147 53:11         | 149:20             | 2800 127:16       | 46 115:13         | <hr/> 8 <hr/>    |
| 15 6:18 31:17     | 2000 22:6,9        | 29 103:11 232:4   | 460 5:15 27:16    | 8 70:10 105:15   |
| 84:14 148:17      | 2000s 155:22       | 238:22            | 48-inch 151:13    | 80 77:4          |
| 155:17 175:8      | 2005 21:4 25:7     | 29th 132:21       | <hr/> 5 <hr/>     | 81 9:12          |
| 254:4 256:10      | 2006 234:13        | <hr/> 3 <hr/>     | 5 115:1 165:5     | 85 29:11,13 54:6 |
| 15th 186:9        | 2009 87:20         | 3 3:3 170:23      | 5th 227:8         | 87,000 134:15    |
| 15,000 102:23     | 2011 232:19        | 218:5 250:21      | 5.2 153:1 204:2   | 88 9:10,11,12    |
| 131:8             | 2012 4:10,20 5:21  | 3,600 123:20      | 5/10/20,000 167:8 | <hr/> 9 <hr/>    |
| 15-plus 17:4      | 9:11 152:24        | 3.1 10:19         | 50 42:20,22 71:10 | 9 152:24         |
| 15.65 250:20      | 254:5              | 3:15 183:11       | 114:24 209:9      | 9.36 250:20      |
| 150 246:10        | 2013 1:7 2:21 8:5  | 3:33 183:16       | 50/50 239:4       | 92 205:9         |
| 152.2 10:17       | 10:16 123:14       | 30 9:10 27:15     | 500 228:8         | 93 205:9         |
| 1563-A 3:3        | 153:1 256:10       | 89:12 114:22      | 52nd 220:12       | 94 252:20        |
| 16th 193:4        | 2014 2:13,15,20    | 117:15 145:18     | 56 115:9          | 95 203:15,18     |
| 160-some 17:14    | 4:1 6:1 10:14,17   | 239:2             | 56.44 250:13      | 97 254:10        |
| 164 122:4         | 11:9 29:21         | 30th 186:15       | 59 4:18 54:8      | 98 228:23        |
| 164.1 10:15       | 111:16 114:16      | 30.3 4:10         | <hr/> 6 <hr/>     |                  |
| 17th-month 221:7  | 153:1,18 185:6     | 300 114:3 251:1   | 6 83:24 120:4     |                  |
| 18 115:10         | 204:1,2            | 31 115:11         | 6,000 27:17       |                  |
| 182 164:5,6       | 2014-2019 2:11     | 31.42 250:21      | 176:10            |                  |
| 1880 117:22       | 2018 2:20          | 310 123:20        | 6,7 70:10         |                  |
| 19 115:9          | 21 9:12 114:11     | 32 66:4,7,8,10,12 | 6.3 83:6 84:1     |                  |
| 190-something     | 21st 24:2 41:22,23 | 66:17 115:1       | 6.4 31:16         |                  |
| 198:6             | 46:6 139:12        | 32.3 66:18        | 60 9:15 121:16    |                  |
| 1920s 71:11       | 140:17 141:20      | 33 252:18         | 248:12            |                  |
| 193 148:9,12      | 144:3 145:3,5      | 34 69:23          | 60-plus 71:10     |                  |
| 1980s 121:18      | 146:18 151:12      | 348 186:3         | 122:6             |                  |
| 145:13            | 175:21,21          | 35 42:22,24       | 600 4:17 53:13    |                  |
| 1989 22:5         | 22 38:20 85:15     | 37 4:19           | 67 143:24         |                  |
| 1990s 155:19      | 104:16 184:9,10    |                   |                   |                  |
| 1992 3:3          |                    |                   |                   |                  |